FINAL EVALUATION REPORT

EVALUATION OF TWELVE PROJECTS SUPPORTED BY THE U.S. DEPARTMENT OF STATE AMBASSADORS FUND FOR CULTURAL PRESERVATION

July, 2019

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ABBREVIATIONS

AFCP	U.S. Ambassadors Fund for Cultural Preservation
BBC	British Broadcasting Corporation
BP	Bureau of Budget and Planning
CHC	Cultural Heritage Center
COR	Contracting Officer's Representative
CRC	Country Research Coordinator
CVE	Countering Violent Extremism
DAS	Deputy Assistant Secretary/Secretaries
D.C.	District of Columbia
DO	Direct Observation
DOS	U.S. Department of State
DUNS	Dun and Bradstreet (D&B) Number
ECA	Bureau of Educational and Cultural Affairs
EQ	Evaluation Question
EQUI®	Evaluation Quality, Use, and Impact
F	Bureau of Foreign Assistance
FCR	Findings, Conclusions, and Recommendations
FSO	Foreign Service Officer
FY	Fiscal Year
GO	Grant Officer
GOR	Grant Officer Representative
HQ	Headquarters
ICS	Integrated Country Strategy
IDIQ	Indefinite Delivery/Indefinite Quantity
INGO	International Nongovernmental Organization
KII	Key Informant Interview
MOU	Memorandum of Understanding
NGO	Nongovernmental Organization
OMB	U.S. Office of Management and Budget
PD	Project Director
PII	Personal Identifying Information
R/PPR	Office of Policy, Planning, and Resources in the Office of the Under-Secretary Public Diplomacy and Public Affairs
QA	Quality Assurance
SAM	Systems for Award Management
SBU	Sensitive but Unclassified
SI	Social Impact, Inc.
SME	Subject Matter Expert
SOW	Statement of Work
STEM	Science, Technology, Engineering, and Mathematics
TL	Team Leader
UNESCO	The United Nations Educational, Scientific and Cultural Organization
U.S.	United States
USAID	U.S. Agency for International Development
USG	United States Government

EXECUTIVE SUMMARY

INTRODUCTION

Established in 2001, the U.S. Ambassadors Fund for Cultural Preservation (AFCP) provides an avenue for the United States to lead cultural heritage preservation efforts and demonstrate respect for other cultures by protecting cultural sites, objects, and traditions. By preserving cultural heritage overseas in a noncommercial, nonpolitical, and nonmilitary way, the fund also satisfies U.S. treaty and other bilateral obligations, creates opportunities for economic development, and contributes to post-disaster and post-conflict recovery. Each year the AFCP awards approximately $6 million to an average of 40 of projects across the globe. Since its inception, the AFCP has supported more than 1,000 projects in 133countries. The Cultural Heritage Center (CHC) in the Bureau of Educational and Cultural Affairs (ECA) within the U.S. Department of State (DOS) administers AFCP.

EVALUATION PURPOSE, QUESTIONS, AND METHODOLOGY

ECA's Evaluation Division contracted Social Impact, Inc. (SI) in October 2018 to conduct an evaluation of a sample of recent projects supported by the AFCP. The evaluation is intended to help ECA management make decisions about AFCP administration and address accountability objectives. The evaluation of the 12 sampled AFCP projects addressed the following Evaluation Questions (EQs):

1. What have been the strengths and challenges of AFCP administration?
2. What are the impacts—intended/unintended, positive/negative—of AFCP projects on foreign publics?
3. To what extent are AFCP projects supporting foreign policy priorities by meeting or exceeding the embassy's stated goals for the project as expressed in the application? Why or why not?
4. What has the impact (either positive or negative) of AFCP projects been on the embassy's relationship with foreign officials?

The Evaluation Team used a mixed-methods evaluation design consisting of a **document review**, **key informant interviews (KIIs)**, **direct observation (DO)**, and **rapid surveys**. The Evaluation Team conducted data collection in the United States and six countries, regarding the following 12 projects:

Country	Project Name
Cambodia	Conservation of the 10th-Century Temple of Phnom Bakheng, Phase 5
	Conservation of 20th-Century Ethnographic Objects at Tuol Sleng Genocide Museum
Egypt	Conservation of Ancient Wooden Coffins at the Egyptian Museum in Cairo
	Conservation of the Early 13th-Century al-Imam al-Shafi'i Mausoleum in Historic Cairo
Moldova	Conservation of the 17th-Century Church of the Assumption in Causeni, Phases 2-3
	Preservation of the Endangered Gagauz Language and Cultural Traditions in Moldova
Peru	Conservation of 4th-Century BC Astronomical Horizon Markers at Chankillo Archaeological Site
	Preservation of the Ancient Pyramid of the Pre-Columbian Ichma Culture (900–1470 AD) at the Mangomarca Archaeological Site in Lima
South Africa	Conservation of Objects Recovered from the 18th-Century São José Slave Shipwreck in Cape Town
	Conservation of the 20th-Century Liliesleaf Archive Collection in Johannesburg
Sri Lanka	Conservation of the Collections of the Archaeological Site Museum of Anuradhapura

DATA COLLECTION

Fieldwork occurred from February 5 to March 31, 2019. The Evaluation Team achieved a total of **89 KIIs** with 134 key informants (67 females, 67 males), and conducted observation of each project site. SI completed a total of **553 rapid surveys**, including 435 with project visitors and neighborhood residents, and 118 with local businesses.

ANALYSIS

The Evaluation Team coded qualitative data and applied content and thematic analysis using Dedoose, and conducted a separate content analysis of AFCP media. The Evaluation Team analyzed the quantitative survey data in Excel and triangulated the findings with those from other data sources. Survey results were disaggregated by gender, age, and respondent type.

LIMITATIONS/BIASES

Because of the small sample sizes and varying country contexts, findings from this evaluation cannot be generalized from the 12 sampled projects in the six sampled countries to the entire AFCP. Furthermore, political dynamics and respondent availability limited the scope of rapid survey data collection in the six sampled countries themselves. As a result of these factors, SI did not implement surveys for either project in Egypt; the Sri Lanka Indigenous Traditions project; the local businesses survey for the Liliesleaf Archive project; or include politically sensitive questions to Cambodian nationals at the Tuol Sleng Museum. The quality and depth of media content analysis was also limited by the availability of media associated with AFCP projects. Finally, there is potential for selection bias for samples that were not randomly selected, translation bias for interviews conducted through interpreters, and desirability bias for all respondents.

FINDINGS AND CONCLUSIONS

EQ 1 FINDINGS: WHAT HAVE BEEN THE STRENGTHS AND CHALLENGES OF AFCP ADMINISTRATION?

Strengths and Challenges Faced by ECA and/or U.S. Embassy/Consulate Staff

DOS respondents noted the AFCP administration process—from project identification, to technical review, and final submission—was well-established and worked well. U.S. Embassy/Consulate and DOS respondents in the United States noted as program strengths: strong communication between Washington, D.C., and U.S. Embassies/Consulates during the administration process, clear guidance laid out in the AFCP application process and AFCP cables, and the ability to reach out to subject matter experts (SMEs), specifically within the CHC in Washington, D.C.

Challenges cited included the timing of application deadlines and award announcements, low staffing levels at embassies for the time-consuming task of providing additional support to new applicants, technical issues, and lack of cultural heritage expertise among AFCP Grant Officers (GOs)/Grant Officer Representatives (GORs).

Strengths and Challenges Faced by AFCP Recipients

Grantee respondents stated the standardized application questions, the clarity of application rules, and the templates offered to AFCP applicants were helpful to them. Grantees also appreciated the individualized assistance they received from U.S. Embassy/Consulate staff (especially long-term staff who have many years of experience with AFCP) throughout the application process, and the U.S.

Embassy/Consulate allowed them the freedom to implement AFCP projects without much interference.

Challenges for grantees included difficulty in understanding the Systems for Award Management (SAM) and Dun and Bradstreet Number (DUNS) registration requirements; language barriers; exchange rate fluctuations between the local currency and U.S. dollar; financial issues (e.g., reporting, disbursements, budget inflexibility); grant size; and length of implementation period. For some of these issues, DOS respondents noted AFCP does not impose some of the perceived restrictions, and this may be a miscommunication between the Bureau of Administration, AFCP, GOs/GORs, and grantees.

EQ 1 CONCLUSION

- The AFCP grant application and administrative processes were generally working well in the six sampled countries, with high levels of satisfaction by DOS and grantees alike and appreciation for communication channels and styles. Areas for improvement include adequate alignment of skills and time to support and complete the application, and mitigating obstacles with respect to financial management.

EQ 2 FINDINGS: WHAT ARE THE IMPACTS —INTENDED/UNINTENDED, POSITIVE/NEGATIVE— OF AFCP PROJECTS ON FOREIGN PUBLICS?

What Is the Public Response to AFCP Projects?

Respondents stated awareness of AFCP is not widespread and was likely limited to technical circles, government officials, media, visitors, or communities in close proximity to AFCP projects. Survey results from the 12 sampled projects aligned with KII findings: the majority of survey respondents were not aware of U.S. funding for the AFCP project prior to being surveyed. Some KII respondents admitted they could not speak confidently about wide-scale reactions to AFCP projects, yet respondents believed public response has been overwhelmingly favorable and provided examples of positive public commentary by people who do become aware of AFCP projects.

Reported positive public reactions to the 12 AFCP projects included surprise the United States invests in cultural heritage projects, astonishment over project quality and scope, interest in the subject matter and technical aspects of AFCP projects, and appreciation the project was being undertaken by the United States. Survey results showed some initial evidence that knowing the United States provided support for a project has a positive effect on changing public opinion of the United States.

What Is the Media Impact (Both Traditional and Social)?

KIIs and media analysis indicated that media type varied widely, and most media coverage occurred at the beginning and conclusion of projects. KIIs and DOs showed AFCP signage was applied inconsistently. Many KII respondents concurred that media coverage often mentioned U.S. funding for the project and other basic descriptions, but only in a few cases did respondents report messaging around the project emphasized a higher-level intention of the project. AFCP projects varied regarding the extent of the media, publicity efforts expended by both U.S. Embassies/Consulates and grantees; and the extent to which they could draw external media attention. Reported external media coverage did have a favorable tone, even among news sources known for being critical of the United States. Survey results, KIIs, and media analysis agreed public response to AFCP media is generally positive. KII respondents received favorable comments about projects via social media, email, or in-person.

What Is the Economic Impact of AFCP Projects?

For all 12 sampled projects, a percentage of respondents indicated they had experienced some positive effect as a result of being located near the associated AFCP project, although the majority of survey respondents reported "no effect. Current and potential economic impacts noted by some KII and survey respondents included local employment generation, promotion of the cultural heritage sector as a career choice, increased standard of living for project employees, skills development, increased tourism, and increased patronage of local economies. Although respondents noted economic shifts, there were few examples of grantees or U.S. Embassy/Consulate staff systematically measuring these impacts.

To What Extent Are AFCP Projects Developing Mutual Understanding and Deepening Trust Between Foreign Publics and the United States?

The type and amount of personal understanding developed through AFCP differed between respondents, with respondents with previous exposure to the United States reporting fewer changes. Respondents noted their personal experiences with AFCP built trust between individuals, between institutions, and trust in U.S. funding and work standards. Respondents of the 12 sampled projects gave examples of how AFCP increased their understanding of U.S. interest in cultural preservation, U.S. systems/professionalism, and American culture.

Respondents had difficulty determining AFCP impact on trust/understanding for the wider public, and did not expect changes to occur because of a lack of public awareness of AFCP. KIIs and the rapid survey indicated the general public does not know about AFCP projects, and changes in trust/understanding could not yet be realized for projects not designed to be or not yet open to the public. For people aware of AFCP projects, KII respondents noted an increased understanding of U.S. interest in cultural preservation. Respondents thought AFCP influenced public trust/understanding because projects promote a positive image of the United States and U.S. values but often did not provide concrete evidence to support their beliefs.

EQ 2 CONCLUSIONS

- According to available data sources, the sampled AFCP projects and media generated about them appeared to be impacting foreign publics in positive ways. However, it is difficult to ascertain more generalized trends regarding AFCP impact on foreign publics because impacts have not been actively or consistently measured.
- Public awareness of the 12 sampled AFCP projects and U.S. funding for them did not appear to be widespread, which may limit the extent of the program's impacts on foreign publics.
- For members of the public aware of AFCP projects in the six sampled countries, the reported response was generally positive, with few documented cases of negative criticisms.
- Media impacts on foreign publics have generally been positive for sampled projects, though projects and countries varied in the amount and type of media U.S. Embassy/Consulate and grantees generated about AFCP projects, as well as the amount of media attention from external media sources.
- Sampled AFCP projects appeared to be generating mostly positive economic impacts, though countries and projects varied in the extent and nature of their economic impact.
- Sampled AFCP projects appeared to positively impact trust and understanding toward the United States for individuals directly involved in the projects. Though it is harder to determine the impact on the wider public, available data indicated that AFCP projects could positively influence public trust and understanding toward the United States.

EQ 3 FINDINGS: TO WHAT EXTENT ARE AFCP PROJECTS SUPPORTING FOREIGN POLICY PRIORITIES BY MEETING OR EXCEEDING THE EMBASSY'S STATED GOALS FOR THE PROJECT AS EXPRESSED IN THE APPLICATION? WHY OR WHY NOT?

In KIIs, DOS respondents articulated the foreign policy goals to which AFCP grants were supposed to contribute, but the goals sometimes differed from those noted in the applications. Respondents were able to explain how projects logically contributed to foreign policy goals, but few were able to provide measures of how AFCP projects have helped achieve the goals. The anecdotal examples respondents were able to provide related to employment creation, increasing tourism revenue, or demonstrating partnership with host countries. No respondents mentioned systematic monitoring of foreign diplomacy goal achievements. Respondents offered some explanations for lack of measurable change, including projects not being sufficiently visible or it being too early to see the effects.

Respondents provided anecdotal evidence of how AFCP projects contribute to host countries' priorities, such as promoting economic growth and satisfying national mandates for cultural preservation. There was also evidence AFCP contributes to improving host countries' management of cultural heritage, including local ownership of AFCP site management and leveraging AFCP to obtain additional preservation funding.

EQ 3 CONCLUSIONS

- Sampled AFCP projects were aligned with a variety of foreign policy and national policy goals, though these goals were sometimes different from the ones originally cited in the grant applications.
- Sampled AFCP projects are plausibly contributing to various foreign policy goals, but the actual extent to which grants are meeting or exceeding these is largely indeterminable because of a lack of tracking or the long-term nature of such goals.

EQ 4 FINDINGS: WHAT HAS THE IMPACT (EITHER POSITIVE OR NEGATIVE) OF AFCP PROJECTS BEEN ON THE EMBASSY'S RELATIONSHIP WITH FOREIGN OFFICIALS?

KII respondents from the 12 sampled AFCP projects reported that the projects helped establish or maintain positive working relationships between U.S. Embassy/Consulate staff and foreign government officials at different levels of the host country government, from communities to national governments. These positive working relationships, in turn, led to foreign government officials having a more positive perception of the United States in some instances—according to these respondents. However, as with foreign policy goal achievement, most examples of these changes were anecdotal and not systematically tracked. DOS and government respondents in all six sampled countries revealed that positive working relationships established or maintained by AFCP projects are primarily concentrated within ministries of culture or other related institutions. Respondents also described AFCP as a tool to establish working relationships with foreign government officials and/or maintain existing relationships in the face of political turmoil.

EQ 4 CONCLUSIONS

- In general, AFCP programming in the six sampled countries has had positive impacts on the relationships between U.S. Embassy/Consulate staff and their national government counterparts, though these impacts varied by country, project, and political climate. Furthermore, the extent of the impact is not known definitively because of a lack of consistent monitoring data.

RECOMMENDATIONS

AFCP PROGRAM STAFF SHOULD

- Continue to maintain ongoing dialogues between stakeholders in Washington, D.C. (AFCP program staff and Regional Bureaus) and U.S. Embassy/Consulate staff.
- Update AFCP competition guidance and other resources that can assist U.S. Embassy/Consulate staff and grantees with common issues encountered throughout the AFCP project administration.
- Leverage institutional know-how of long-term U.S. Embassy/Consulate staff who have worked with AFCP projects to engage government counterparts as well as prospective applicants.
- Clarify roles and responsibilities around implementation of media and outreach plans, as well as encourage/enforce contextually appropriate media and outreach plans.
- Consider investing in public perception data to better understand potential impacts of programming.
- Develop guidance to U.S. Embassies/Consulates for messaging on promoting trust/understanding.
- Collect success stories about grants and make them publicly available.

U.S. EMBASSIES/CONSULATES SHOULD

- Engage with current and potential partners earlier in the competition process to discuss proposal development, and meet with grantees more frequently once projects are awarded to discuss expectations and United States Government (USG) requirements.
- Remind applicants grants can last up to five years.
- Codify roles and responsibilities around media plans, post updates about projects on websites/social media pages, and ensure consistent messages on why U.S. funding is being provided through AFCP.
- Leverage AFCP projects to engage or collaborate with other ECA public diplomacy efforts.
- Consider working with grantees to systematically track economic benefits of grants.
- Complement AFCP programming with other funds when possible.
- Work with grantees to develop several success stories for each AFCP grant.
- Where feasible, increase dedicated staff time to supporting AFCP application and administration.

RECOMMENDATIONS INTO ACTION: PHASE II STUDY

Given the evaluation's limitations and inability to fully answer all evaluation questions, ECA's Evaluation Division has contracted SI to conduct a phase II study to gather information from a broader swath of projects and help ECA put in place a strengthened monitoring system for the AFCP program. Phase II will consist of two parts. In the first part, SI will conduct a 'Pilot Survey.' This one-time survey will collect retrospective data from a larger number of Posts than was feasible during the evaluation's fieldwork period. In the second part, SI will develop an Ongoing Project Monitoring Survey, This survey will be used to routinely collect information to feed into key program indicators and capture project successes in an organized format on an annual basis. SI will use the findings of this evaluation of 12 sample projects to guide the development of Phase II and the selection of survey questions. The Pilot Survey will be completed by the second quarter of 2020; followed by the Ongoing Project Monitoring Survey in the third quarter.

INTRODUCTION AND EVALUATION PURPOSE

CONTEXT

Established at the request of the 106th U.S. Congress in 2001, the U.S. Ambassadors Fund for Cultural Preservation (AFCP) seeks to provide an avenue for the United States to lead cultural heritage preservation efforts in less-developed countries and demonstrate respect for other cultures by protecting cultural sites, objects, and traditions. By preserving cultural heritage overseas in a noncommercial, nonpolitical, and nonmilitary way, the program can help satisfy U.S. treaty and other bilateral obligations, create opportunities for economic development, and contribute to post-disaster and post-conflict recovery. Since its inception, AFCP has supported over 1,000 projects in 133 countries. The Cultural Heritage Center (CHC) in the Bureau of Educational and Cultural Affairs (ECA) within the U.S. Department of State (DOS) administers AFCP.[1]

AFCP invites U.S. Ambassadors through their Public Affairs Sections to submit project proposals to AFCP on behalf of institutions such as museums, NGOs, and ministries of culture. Each year AFCP awards approximately $6 million to an average of 40 projects globally. The process has evolved over time. AFCP started in 2001 by only awarding small grants of less than $200,000. In 2008, AFCP added grants of $200,000 or more, with multiple grants valued at $500,000 or more.[2] The selection process is highly competitive and requires applicants to provide detailed project information, risk assessments, statements of assurance, and monitoring plans.

AFCP projects focus on both tangible and intangible forms of cultural heritage, and many include elements of capacity building or community engagement to involve local organizations or universities.[3] In 2018, AFCP started encouraging applicants to submit plans for using technology to not only amplify U.S. support for cultural heritage preservation locally, but also to share compelling project-related content with targeted, domestic and international audiences. In this way, AFCP aims to strengthen international ties and advance U.S. diplomatic objectives in countries around the world.[4]

The Bureau of Educational and Cultural Affairs is committed to applying best practices and standards for monitoring and evaluation of its varied programs to ensure they are maximizing their impact for American taxpayers and partners around the world. As part of this ongoing effort, the Evaluation Division within ECA contracted Social Impact, Inc. (SI) in October 2018 to conduct an evaluation of a sample of AFCP projects.

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[1] U.S. Department of State. *Ambassadors Fund for Cultural Preservation*. Retrieved from: https://eca.state.gov/cultural-heritage-center/ambassadors-fund-cultural-preservation

[2] AFCP. 2009. *AFCP 2008–2009 Annual Report.*

[3] AFCP. 2016. *AFCP 2014–2015 Annual Report.*

[4] AFCP. 2017. *Large Grants Program Funding Opportunity ("AFCP 2018 Large Call")* and AFCP. 2017. *Small Grants Competition Funding Opportunity ("AFCP 2018 Small Call").*

EVALUATION AUDIENCE AND QUESTIONS

This evaluation of a recent sample of 12 AFCP supported projects is intended to help ECA leadership make decisions about AFCP administration, address accountability objectives and gain insight into how these projects are:

1) impacting foreign publics; and
2) helping advance U.S. diplomatic objectives in-country; and
3) affecting Embassy relationships with foreign officials.

Because of the small sample size and varying country contexts, findings from this evaluation cannot be generalized from the 12 projects and six countries that were examined to the entire AFCP.

EVALUATION QUESTIONS

This evaluation of the 12 sampled AFCP projects addressed the following Evaluation Questions (EQs), drafted in the initial Statement of Work (SOW) by the ECA Evaluation Division, and finalized by the Evaluation Team in collaboration with ECA:

Process Improvement

1. What have been the strengths and challenges of AFCP administration?
    - 1.1 What (strengths and) challenges, if any, did ECA and the U.S. Embassy/Consulate staff face in administering the AFCP program?
    - 1.2 What (strengths and) challenges, if any, have AFCP recipients faced during the application (and implementation) process?[5]

Supporting Public Diplomacy Goals

2. What are the impacts—intended/unintended, positive/negative—of AFCP projects on foreign publics?
    - 2.1 What is the public response to AFCP projects?
    - 2.2 What is the media impact (both traditional and social)?
    - 2.3 What is the economic impact of AFCP projects?
    - 2.4 To what extent are AFCP projects developing mutual understanding and deepening trust between foreign publics and the United States? Why or why not?

Supporting Foreign Policy Goals

3. To what extent are AFCP projects supporting foreign policy priorities by meeting or exceeding the embassy's stated goals for the project as expressed in the application? Why or why not?

4. What has the impact (either positive or negative) of AFCP projects been on the embassy's relationship with foreign officials?

[5] With the concurrence of the Evaluation Division at ECA, the Evaluation Team edited EQs 1.1 and 1.2 to include strengths as well as challenges.

EVALUATION DESIGN AND METHODOLOGY

EVALUATION OVERVIEW AND SAMPLING STRATEGY

The Evaluation Team used a mixed-methods evaluation design consisting of a **document review**, **key informant interviews (KIIs)** with both individuals and small groups, **direct observation (DO)**, and **rapid surveys**. Data was collected in the United States and six sampled countries with AFCP projects: Cambodia, Egypt, Moldova, Peru, South Africa, and Sri Lanka.

The Evaluation Team purposively selected first the countries and second the projects within each country to be evaluated.[6] The Evaluation Team accounted for ECA's priority countries and preferences and used agreed upon selection criteria described in **Annex I** and **Annex 3** to guide its country and project selection, reflecting the diversity of public experiences and exposure to a range of AFCP project types. Furthermore, the Evaluation Team considered the logistical feasibility associated with accessing sites, data sources, and other critical information to credibly evaluate the project. **Table 1** below depicts sampled countries and projects, as well as the abbreviated name by which this report refers to the projects.

Table 1. Sampled Countries and Projects

Country	Project Name	Abbreviated Name	Project Completion Year
Cambodia	Conservation of the 10th-Century Temple of Phnom Bakheng, Phase 5	Phnom Bakheng	2019
	Conservation of 20th-Century Ethnographic Objects at Tuol Sleng Genocide Museum	Tuol Sleng	2018
Egypt	Conservation of Ancient Wooden Coffins at the Egyptian Museum in Cairo	Coffins	2020
	Conservation of the Early 13th-Century al-Imam al-Shafi'i Mausoleum in Historic Cairo	al-Imam al-Shafi'i Mausoleum	2019
Moldova	Conservation of the 17th-Century Church of the Assumption in Causeni, Phases 2-3	Causeni Church	2018
	Preservation of the Endangered Gagauz Language and Cultural Traditions in Moldova	Gagauz Language	2017
Peru	Conservation of 4th-Century BC Astronomical Horizon Markers at Chankillo Archaeological Site	Chankillo	2018
	Preservation of the Ancient Pyramid of the Pre-Columbian Ichma Culture (900–1470 AD) at the Mangomarca Archaeological Site in Lima	Mangomarca	2019
South Africa	Conservation of Objects Recovered from the 18th-Century São José Slave Shipwreck in Cape Town	São José	2019
	Conservation of the 20th-Century Liliesleaf Archive Collection in Johannesburg	Liliesleaf Archive	2017
Sri Lanka	Conservation of the Collections of the Archaeological Site Museum of Anuradhapura	Anuradhapura	2018
	Preservation of Endangered Indigenous Music and Dance Traditions of Sri Lanka	Indigenous Traditions	2019

[6] The list of prioritized countries included grants from program years 2015–2018. The Evaluation Team determined that grants distributed in 2018 were not adequately evaluable since they were too new to garner information related to impact or other EQs. As a result, the Evaluation Team included grants in the sample that were ongoing in 2018, but not those that began in 2018.

During the evaluation, the Evaluation Team split into two sub-teams of two evaluators per team, with each sub-team covering three countries. Additionally, a member of the DOS/ECA Evaluation Division accompanied one sub-team for fieldwork in Cambodia. The sub-teams spent approximately seven to ten working days in each country.

For further details on sampling strategy, data collection schedule, team structure, design, and methodology see **Annex 1**. **Annex 2** provides additional information on how data collection methods contributed to each EQ. **Annex 5** includes a list of documents reviewed, and all data collection protocols can be found in **Annex 8**.

DATA COLLECTION METHODS AND SOURCES

DOCUMENT REVIEW

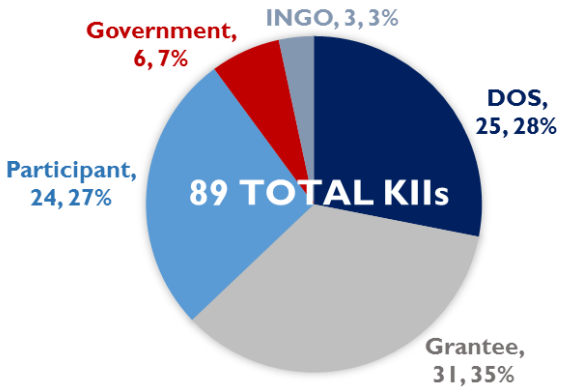
The Evaluation Team reviewed documents and records related to the sampled AFCP projects. These documents included background on the AFCP history, purpose, and process; AFCP project proposals; work plans; and reports. The Evaluation Team used these documents to inform the evaluation design and project sampling, and conduct the media analysis. The Evaluation Team worked with interpreters to translate documents, as needed.

KIIS

Key informant respondent types included DOS stakeholders (staff from the AFCP and the CHC, Regional Bureaus, and U.S. Embassies/Consulates), grantees (government or nongovernment-affiliated grant recipients), project participants (individuals associated with a grantee but who did not have an administrative role), foreign government officials, and representatives from international NGOs (INGOs) in the cultural heritage field. The Evaluation Team developed separate interview protocols for each respondent type. Protocols covered topical areas such as the AFCP administration process, public diplomacy, and foreign policy. The Evaluation Team reached a total of 89 KIIs including 134 key informants (67 female, 67 male).[7] **Figure 1** illustrates the distribution of KIIs by respondent type, and **Table 2** below provides distributions of KII respondents for each country.

KII Sampling

Figure 1. Distribution of Total KIIs by Respondent Type (#, %)



Key informants were identified through a purposive sampling approach. The Evaluation Team worked with ECA and AFCP grantees to identify key informants within each organization as well as relevant government officials and other stakeholders. The Evaluation Team utilized snowball sampling, a technique in which interviewees may suggest potential additional individuals to interview, which allowed the Evaluation Team to access additional data sources and help mitigate selection bias associated with purposive sampling.

[7] In its evaluation design the Evaluation Team anticipated completing 95 KIIs across the six sampled countries and in the United States. During fieldwork the Evaluation Team did not identify as many relevant foreign government respondents as expected, which accounts for the difference in anticipated versus actual KIIs completed.

Table 2. Distribution of KII Respondents by Country and Stakeholder Type

Respondent Type		Cambodia	Egypt	Moldova	Peru	South Africa	Sri Lanka	U.S.	Total
DOS		3	2	4	4	8	2	14	**37**
Grantee	Government	1	0	0	6	0	2	0	**9**
	Other	4	8	3	6	10	8	1	**40**
Participant		5	9	7	9	5	1	0	**36**
Government		2	0	1	0	1	3	0	**7**
INGO		2	1	2	0	0	0	0	**5**
TOTAL		**17**	**20**	**17**	**25**	**24**	**16**	**15**	**134**

DIRECT OBSERVATION

The Evaluation Team conducted DO of each AFCP project site—for a total of 12 observations—to verify project status in accordance with its implementation stage and work plan. They also used these visits to capture descriptive data about the site environment, which included observations of signage, visitors, and staff. The Evaluation Team used a semi-structured observation protocol to take notes and supplemented those with photographs. Findings from the DO contributed to EQ 2.

RAPID SURVEYS

To help answer EQ 2, related to public perceptions of AFCP project impact, rapid surveys were conducted with two categories of the public at or near AFCP sites: (1) AFCP project visitors and neighborhood residents (combined), and (2) local businesses. To allow for quantification of results, the surveys included a series of closed-ended questions about respondents' experiences with the project. For local businesses, the survey queried to what degree owners or staff feel their businesses have changed since the project was completed (or began). SI's interpreters translated the surveys into the relevant local languages.

Based on discussions with U.S. Embassy/Consulate staff, ministries of culture, and ECA, surveys were not conducted for both projects in Egypt or for the Indigenous Traditions project in Sri Lanka because of political dynamics or other sensitive reasons. For similar reasons the evaluation refrained from asking politically sensitive questions of Cambodian nationals at the Tuol Sleng Museum in Cambodia. The evaluation did not implement the business survey for the Liliesleaf Archive project in South Africa because of the lack of businesses in the immediate area.

Rapid Survey Sampling

Survey respondents were identified by local Country Research Coordinators (CRCs) through a combination of random and convenience sampling detailed in **Annex 1**. A total of 553 surveys (435 visitors/residents, 118 local businesses) were completed across the six sampled countries and projects. **Figure 2** and **Table 3**, as well as **Figures 5**, **6**, **7**, **8**, and **9** in **Annex 1** provide more details about survey respondent demographics.

Figure 2. Distribution of Completed Surveys by Country and Survey Type

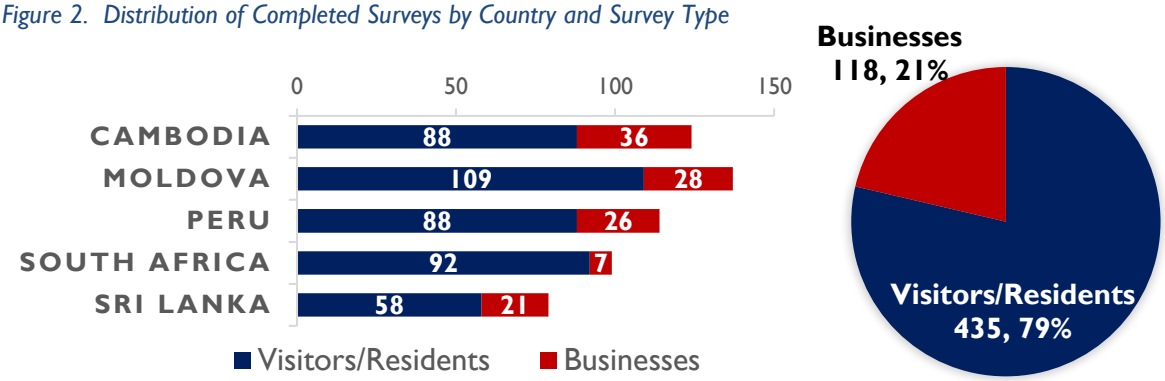


Table 3. Distribution of Completed Surveys by Country, Project, and Survey Type

		Survey Type			
Country	**Project**	**# Visitors/Residents**	**# Businesses**	**Subtotal**	**Total**
Cambodia	Phnom Bakheng	54	21	75	**124**
	Tuol Sleng	34	15	49	
Egypt	Coffins	N/A	N/A	N/A	**N/A**
	al-Imam al-Shafi'i Mausoleum	N/A	N/A	N/A	
Moldova	Causeni Church	50	12	62	**137**
	Gagauz Language	59	16	75	
Peru	Chankillo	27	5	32	**114**
	Mangomarca	61	21	82	
South Africa	São José	60	7	67	**99**
	Liliesleaf	32	N/A	32	
Sri Lanka	Anuradhapura	58	21	79	**79**
	Indigenous Traditions	N/A	N/A	N/A	
Total		**435**	**118**	**553**	**553**

ETHICAL CONSIDERATIONS

The Evaluation Team collected respondents' verbal informed consent prior to proceeding with KIIs and surveys. KIIs were conducted in locations providing privacy during the interview process and were limited in duration so that they did not cause undue time burdens on interviewees. The Evaluation Team ensured data confidentiality in that only the Evaluation Team was privy to respondent data and personal identifying information (PII). Raw data and PII were stored on SI's SharePoint, a password-protected and secure data management platform. The Evaluation Team's report only includes aggregate data, with quotes attributed to a respondent category rather than an individual.

DATA ANALYSIS TECHNIQUES

The Evaluation Team analyzed data through an iterative process during and after fieldwork. The Evaluation Team employed data triangulation—an analysis strategy in which qualitative and quantitative data are first analyzed independently, then in parallel. Findings from each data set were then used to inform and explain findings across data types for each EQ.

LIMITATIONS AND BIASES

Because of the small sample size and varying country contexts, findings from this evaluation cannot be generalized from the 12 projects in six countries to the entire AFCP. Furthermore, the scope of rapid

survey data collection was limited by political dynamics and respondent availability in the six sampled countries themselves. Because of these factors, and upon guidance from DOS, SI did not implement surveys for either project in Egypt or for the Sri Lanka Indigenous Traditions project. The team did not implement the local businesses survey for the Liliesleaf Archive project or include politically sensitive questions to Cambodian nationals at the Tuol Sleng Museum. The quality and depth of media content analysis was also limited by the availability of media associated with AFCP projects. Finally, there is potential for selection bias for samples that were not randomly selected, translation bias for interviews conducted through interpreters, and desirability bias for all respondents. Sample sizes for each respondent type and for each data method—both qualitative and quantitative—are also relatively small. Evaluation results may therefore be indicative of those who participated in the evaluation and are not statistically representative.

EVALUATION TEAM

TEAM COMPOSITION

The Evaluation Team consisted of the following individuals from SI: Team Leader Jean-Camille Kollmorgen, Mid-Level Evaluation Specialist and Project Manager Soham Banerji, Mid-Level Evaluation Specialist Gabrielle Plotkin, Junior Evaluation Specialist and Project Assistant Dominick Margiotta, and Project Director Danielle de Garcia. They were joined by Mary Ann Aabye, Evaluation Manager in the Evaluation Division of ECA, for data collection in Cambodia. Full biographies of all SI team members were provided in the Evaluation Work Plan.

FINDINGS AND CONCLUSIONS

EQ 1 FINDINGS: WHAT HAVE BEEN THE STRENGTHS AND CHALLENGES OF AFCP ADMINISTRATION?

1.1 WHAT (STRENGTHS AND) CHALLENGES, IF ANY, DID ECA AND THE U.S. EMBASSY/CONSULATE STAFF FACE IN ADMINISTERING THE AFCP PROGRAM?

Strengths

In most interviews, DOS staff in the United States and the six sampled AFCP countries noted that the AFCP administration process from project identification, technical review, and final submission was well-established and ran smoothly. They identified numerous process strengths, including:

Communication Between U.S. Embassies/Consulates and Washington, D.C.

U.S. Embassy/Consulate staff in all six sampled countries stated their gratitude for the ease with which communication was handled between Washington, D.C., and U.S. Embassies/Consulates during the technical review and AFCP application process. They appreciated how responsive the CHC in Washington, D.C., was to questions fielded by U.S. Embassy/Consulate staff.

Clear Application Instructions and Cables

U.S. Embassy/Consulate respondents also noted that having clear guidance laid out by the AFCP application process helped during interactions with grantees. They felt the instructions improved the working relationship with stakeholders by setting expectations and establishing a partnership where the recipient had ownership of the work. Specifically, AFCP cables were cited by respondents as a big part of the application process and were seen as instructive and an informative point of reference for staff, directly improving the AFCP application and administration process while interacting with grantees and answering questions.

Access to Subject Matter Experts (SMEs)

In addition to informative AFCP cables, respondents in Cambodia, Moldova, and South Africa reported that the ability to reach out to SMEs, specifically the CHC in Washington, D.C., resulted in a more well-organized and resourceful AFCP program. For example, respondents in Cambodia, Moldova, and South Africa described how the CHC was able to respond to U.S. Embassy/Consulate staff's questions about assessing the technical viability and budgeting of AFCP projects. In Washington, D.C., Regional Bureau staff observed their ability to communicate and provide feedback during the technical review process was useful in informing overall progress toward public diplomacy goals. DOS respondents in the United States unanimously agreed robust communication between themselves, the CHC, and U.S. Embassy/Consulate staff was a strength of the AFCP administration process, noting it improved the working relationship of staff and grantees alike.

> ***"What I like about all the ECA programs is that the rules are pretty clear. They have the list of what they won't fund, but it makes everything very clearly articulated."*** *—DOS, Cambodia*
>
> ***"We get a lot of useful information from the AFCP cable. The cable is the only reference we have."*** *—DOS, Moldova*
>
> ***"We actually have a lot of experts and contacts that are very approachable, and the moment we explain what needs to happen, they are very respectful and welcome our feedback."***
> *—DOS, Cambodia*

Challenges

DOS respondents reported some challenges to the AFCP administration process, including:

Application Timing

On a number of occasions, DOS respondents reported the application timing and submission deadline in December and January conflicted with the local festive season in winter when many staff were on leave. This increased the workload on remaining personnel, though this was not particularly problematic in Egypt where AFCP application deadlines did not overlap with major holidays. For example, DOS respondents in Peru and South Africa noted key U.S. Embassy/Consulate staff are on leave in December when AFCP applications are due. This resulted in those U.S. Embassies/Consulates being short-staffed during a critical period of the AFCP application/review process (when narratives were refined following feedback from the technical review). Furthermore, the long wait until AFCP grant awardees are announced late in the fiscal year—usually in the late spring and summer—also proved to be a challenge when coordinating resources, personnel for the project, communicating with foreign government counterparts, and prospective applicants.

> ***"When the documents have to go to Washington, all my staff is on leave, so I end up doing all of it myself—putting them into the system, polishing narratives. It's very time-consuming on top of all the other work I have to do. It [the submission deadline] felt very compressed."*** *—DOS, South Africa*

> ***"Timeline around when we're informed. Very short timeline between August and end of the fiscal year. Also, when an opportunity is announced around November, that is tight because of having to turnaround the proposals by Dec.–Jan. This is a holiday time period in most places. Those timelines are challenging for this program."*** *—DOS, Peru*

Staffing Levels

DOS respondents noted concern about the level of staffing and the labor-intensive application and monitoring process. Respondents in Egypt, Peru, South Africa, and Sri Lanka cited the time-consuming nature of having to provide additional support to new applicants unfamiliar with United States Government (USG) financial and reporting procedures as challenging—especially during application deadlines when U.S. Embassies/Consulates are short-staffed. Respondents described as onerous the need to occasionally provide individualized assistance to applicants. Furthermore, faced with linguistic barriers, DOS respondents felt it was particularly challenging in those circumstances to translate application documents to the local language for grantees.

Technology Issues

There was unanimous agreement from DOS respondents that applicants were unfamiliar with Systems for Award Management (SAM) and Dun and Bradstreet Number (DUNS) registration process.[8] U.S. Embassy/Consulate staff reported educating newer, usually smaller organizations on these processes was time-consuming, particularly given the timeline and staffing issues mentioned above.

> ***"I think it's one of the better run programs. Application is pretty clear. Good communication. Can't tell you how many questions I get about DUNS numbers. The barrier of entry is high, but that's not on AFCP. It scares some good organizations away."*** *—DOS, United States*

[8] SAM, the System for Award Management, is a government-wide registry for vendors doing business with the Federal government, and SAM registration requires annual renewal. SAM centralizes information about grant recipients and also provides a central location for grant recipients to change organizational information. Grants.gov uses SAM to establish roles and IDs for electronic grant applicants. To register with SAM, an organization is first required to obtain a DUNS number. A DUNS number is a unique nine-character identification number provided by the commercial company Dun and Bradstreet at https://www.dnb.com/. More information on the SAMs and DUNS registration process can be found on www.grants.gov.

DOS respondents in Egypt also expressed concern about the cumbersome and "clunky" nature of the AFCP application website, which required post staff to copy and paste information from PDF application forms to the website once applications had been vetted. This additional step of data processing was cited as time-consuming, labor intensive, and challenging.

Limited Technical Expertise and Monitoring Tools for Cultural Heritage Preservation Projects

AFCP Grants Officers/Grants Officer Representatives (GOs/GORs) from all sampled countries were concerned about the lack of monitoring tools to track grantees and their progress to application milestones. Some reported having to travel for hours to monitor projects, thus taking time away from other tasks.

AFCP GOs/GORs also expressed their concerns about their ability to review AFCP financial or technical documents received from the grantees. For example, GOs/GORs explained that because they do not have a background in cultural heritage preservation or a related technical field, it was sometimes difficult for them to understand if budget estimates, work plans, or other technical aspects of the proposed preservation work were reasonable. Respondents cited the need for additional technical experts to support Foreign Service Officers (FSOs) involved in the AFCP administration review process, as this affected the level of technical feedback respondents could provide to AFCP grantees during the application process.

1.2 WHAT (STRENGTHS AND) CHALLENGES, IF ANY, HAVE AFCP RECIPIENTS FACED DURING THE APPLICATION (AND IMPLEMENTATION) PROCESS?

Strengths

The AFCP recipients were generally very pleased with the AFCP administration process and cited several strengths:

Clear Application Instructions

Grantee respondents stated the standardized application questions, the clarity of application rules, and the templates offered to AFCP applicants were helpful to them. As described by a grantee, *"The process is very clear and the fact that there is a uniform format for applying is helpful. The budgeting template is so good we've adopted that for ourselves. A couple of years ago they developed the 13 [application] questions that are now standardized—I find that makes it very easy."*

Support from U.S. Embassy/Consulate Staff

Grantee respondents largely noted appreciation for the support they received from U.S. Embassy/Consulate staff throughout the application process. They cited the long-term dedication and continuity of the U.S. Embassy/Consulate staff and willingness to arrange feedback sessions, workshops, and grant proposal writing sessions as a strength of the AFCP application process. Further, they noted the support offered was often better than that given by other national and international funding sources.

> ***"The U.S. Embassy arranged some workshops for writing grant proposals. They tried to get more proposals annually to select good proposals. They gave us a chance to discuss sites . . . and motivated us to do good proposals."*** *—Government Grantee, Sri Lanka*

The flexibility of U.S. Embassy/Consulate staff to problem solve with recipients, explain financial reporting procedures, and provide time for individualized assistance (especially during SAM and DUNS registration) in the AFCP application process was seen by many grantee respondents as a positive experience and a sign of confidence in their ability to implement the project.

Freedom to Implement

Grantee respondents also repeatedly expressed appreciation for receiving AFCP funding, and that the U.S. Embassy/Consulate staff did not often interfere with project implementation or apply burdensome monitoring requirements. Grantees described the hands-off nature of DOS involvement in the grants as a reflection of local ownership of projects, affording grantees a high level of freedom to complete the work. See findings in EQ 2.4 for more details on how freedom to implement relates to trust.

Challenges

Grantee respondents also described challenges with the application process including:

SAM and DUNS Registration

> ***". . . paperwork is very difficult. We're not familiar with the language. We had the most difficult and biggest challenge with the DUNS number."*** *—Grantee, Cambodia*

In a number of instances, recipients in Cambodia, Egypt, Peru, South Africa, and Sri Lanka voiced their difficulty in understanding the SAM and DUNS registration requirements and submitting applications through the SAM portal. Smaller recipients and first-time applicants were especially affected by this requirement and found the application process and paperwork very daunting. Respondents mentioned the requirements were particularly difficult to understand when not in their local language. Unfamiliar applicants and smaller organizations sought out additional assistance from U.S. Embassy/Consulate staff to complete the registration process because of this, which often led to delays in submitting the required documentation.

Language Barriers

> ***". . . would it be possible to have a Sinhala and Tamil annex [for the proposal]? Sometimes videos and texts can be very involved to translate, so we didn't include it [in the application] at the time, but we would like to change."*** *—Grantee, Sri Lanka*

A lack of information on financial reporting and the SAM and DUNS registration process in local languages was cited as a concern by grantee respondents in Cambodia and Sri Lanka. In addition, grantee respondents also noted inconsistencies in information related to application requirements and deadlines, posted on the AFCP website and the Notice of Funding Opportunities provided on Grants.gov, both provided in English, and information found in the local language. Some grantees noted they were eager to submit applications and provide supporting contextual materials in the local language in addition to English, but found translating highly technical documents from the local language to English was time-consuming and led to delays.

Financial Reporting and Disbursements

Financial reporting, disbursements of AFCP funds, and the overall inflexibility of the finances were all also cited as concerns by a majority of grantee respondents. All grantee respondents mentioned challenges with the financial reporting and disbursement requirements that included a perceived inability to report on a quarterly basis if funding was received from different sources that did not follow the same reporting and disbursement guidelines. For instance, grantees that were part of government entities and universities in Egypt, Peru, and Sri Lanka described internal reporting challenges, timelines, and financial reporting guidelines that were out-of-sync with AFCP deadlines and procedures. Grantees therefore did not have the most up-to-date information when AFCP reporting requirements needed them, causing delays. This resulted in the postponement of financial disbursements, which in turn affected their ability to pay project staff and complete the work on time. General unfamiliarity with USG grant mechanisms, the registration process, and financial reporting proved to be challenging during the AFCP application process.

> ***"There are rules on what you can and cannot spend it on, different categories. We had to reinvent the wheel on this project because we got more than expected because of the exchange rate. You can't move money between different tranches, and we'd like to have that flexibility. But the Consular Officer and an understanding Grant Officer helped."*** *—Grantee, South Africa*

> ***"I have a big problem with financials and reporting. We are a government entity and we are restricted to certain rules with finance, so we struggled in the beginning to receive the money."*** *—Grantee, Egypt*

Exchange Rate Fluctuations

Some grantee respondents reported challenges with exchange rate fluctuations between the local currency and U.S. dollar. In Moldova and South Africa, a few grantee respondents stated that during periods of currency fluctuations it was possible they could lose or increase the amount of budgeted project money based on whether their currency depreciated or appreciated. However, in the case where project money increased, a grantee respondent reported AFCP did not allow flexibility to move excess funding from one budget line item to another. This resulted in a loss of funding gained through currency fluctuation. On the contrary, a DOS respondent reported AFCP does not impose such budgeting restrictions, and that this may be a miscommunication between AFCP, GOs, and grantees. In any case, respondents noted money lost to exchange rate fluctuations made it harder for grantees to complete scheduled work and pay project staff in a timely manner, especially if projects were dependent on a large staff. Less established smaller recipient organizations were more affected than larger counterparts.

Grant Size and Timelines

In addition to currency fluctuations influencing overall project budgets, grantees expressed concern with respect to the overall size of the AFCP grants and implementation time frames. Specifically, they voiced concern about insufficient funding being made available to complete the work in the time frame provided. Grantees also stated their understanding that AFCP grants are supposed to be for one year, which does not provide highly bureaucratic institutions like universities enough time to complete the work, leading to applications for no-cost extensions that can increase the burden on U.S. Embassy/Consulate staff. However, DOS respondents in Washington, D.C., explained AFCP does not impose such timeline restrictions and believe this may also be a case of miscommunication. Some AFCP recipients in Egypt, Moldova, and Peru described having to cut community engagement elements in the budget, which were cited by AFCP grantees as being critical to their projects' sustainability.

EQ 1 CONCLUSIONS

- **Overall, ECA, U.S. Embassy/Consulate staff, and grantees assessed the AFCP grant application and administrative process to be working well, though all groups were also able to identify areas in which the process could be improved.**

  Strong communication was a key strength of the process—something which DOS and grantee respondents believed to be critical. ECA and U.S. Embassy/Consulate staff further identified transparent and clear guidance, application instructions, and informative AFCP cables as helpful, while grantees particularly appreciated the amount of support U.S. Embassy/Consulate staff provided them, including long-term continuity of personnel and responding to grantees' technical and logistical questions.

  Challenges for U.S. Embassy/Consulate staff included the timing of the application process, concerns over level of staffing and ability to monitor grantees, language barriers, and technical issues with the AFCP website.

  For grantees the main challenges included unfamiliarity with the SAM and DUNS registration process, lack of information in local languages, perceived inflexibility of financial reporting and disbursement schedules, exchange rate fluctuations, and grant sizes and timelines.

EQ 2 FINDINGS: WHAT ARE THE IMPACTS—INTENDED/UNINTENDED, POSITIVE/NEGATIVE—OF AFCP PROJECTS ON FOREIGN PUBLICS?

2.1 WHAT IS THE PUBLIC RESPONSE TO AFCP PROJECTS?

Public Awareness and Measuring Public Response

Key informants of all respondent types differed in how much awareness they believed the general public had of the 12 sampled AFCP projects and U.S. support for them. In Moldova and Peru—countries that exhibited examples or AFCP signage or big media pushes—a few participants and grantees felt there might be general awareness of the AFCP project and associations with the U.S. Embassy/Consulate, the grantee, or the United States in general. Respondents across other countries thought general awareness of AFCP projects was minimal or the funding source unknown. In some countries, respondents hypothesized it may be difficult for the public to separate AFCP from other USG or other donor funding. In its media analysis, the Evaluation Team observed the terms "AFCP grant," "U.S. government," and "U.S. Embassy" support were used interchangeably by news outlets.

For the most part, respondents stated awareness of AFCP and U.S. funding for it was likely limited to technical circles (i.e., researchers or professionals interested in cultural preservation), government officials, media, individual visitors, or local communities in close proximity to AFCP projects. Respondents also thought more could be done with media or other forms of public engagement in order to increase awareness of AFCP projects: *"I think you have to highlight that not everyone in the general public knows anything about the AFCP . . . there is room to do more public events. Now when funds are available, they put a call in the newspaper, which people read less and less"* (INGO respondent, Cambodia). See findings for EQ 2.2 for more information on public response to media.

Survey results from the six sampled countries indicated the majority of respondents for all projects were not aware (prior to being surveyed) of U.S. funding for the AFCP project, which confirms sentiments among KII respondents that public awareness is not widespread (see **Table 4**).

Table 4. Survey Results on Public Awareness of U.S. Government Support by Project

Project	Were you previously aware that the U.S. government provided support for the project?	
Visitors/Residents	**Yes**	**No**
Cambodia, Phnom Bakheng	2%	98%
Cambodia, Tuol Sleng*	0%	100%
Moldova, Causeni Church	36%	64%
Moldova, Gagauz Language	29%	71%
Peru, Chankillo	41%	59%
Peru, Mangomarca	33%	67%
South Africa, Liliesleaf	12%	88%
South Africa, São José	8%	92%
Sri Lanka, Anuradhapura	3%	97%
Local Businesses	**Yes**	**No**
Cambodia, Phnom Bakheng	5%	95%
Cambodia, Tuol Sleng	0%	100%
Moldova, Causeni Church	50%	50%
Moldova, Gagauz Language	31%	69%
Peru, Chankillo	0%	100%
Peru, Mangomarca	19%	81%
South Africa, São José	43%	57%
Sri Lanka, Anuradhapura	29%	71%

**Includes non-national respondents only*

Generally speaking, certain projects in Moldova, Peru, and South Africa showed greater awareness levels (correlating with higher reported levels of AFCP signage or media coverage), though awareness levels varied by country, project, and survey type. For example, 41 percent of surveyed visitors/neighboring residents knew of U.S. funding for Chankillo, but no local business survey respondents reported awareness; for Mangomarca, respondents for both survey types showed some awareness (19–30 percent). Both projects in Moldova showed relatively higher awareness rates (29–50 percent) among respondents for both survey types, whereas Cambodia showed the lowest awareness rates for both projects and survey types. Although it is not possible to confirm the reasons behind these variations, it is possible small sample sizes for some business surveys and the composition of survey respondents (visitor vs. resident), could play a factor (see **Annex I** for more details on survey sample sizes and survey respondent compositions).

Public Response

In terms of gauging the response to AFCP from the wider public (those not directly involved in AFCP implementation), although respondents generally had the impression that the public response has been overwhelmingly favorable, some respondents admitted they could not speak confidently about wide-scale reactions to the AFCP project, and no respondent presented evidence of actively measuring if and how AFCP projects are affecting the public.

Despite the unknowns regarding the full extent of public awareness of AFCP projects and wide-scale public reaction, all KII respondents unequivocally expressed having a positive personal response to AFCP projects. Furthermore, respondents were able to provide evidence of public commentary that indicated the response to AFCP projects is mostly positive for those who do become aware of them. They noted their impressions were mainly gleaned from social media posts and personal interactions

with members of the public, such as comments overheard during site visits while conservators are working, through email, or when talking to American/foreign exchange students who have exposure to AFCP projects.

Another important and surprising indicator of positive public response, according to DOS and INGO respondents, was the positive tone of external media of AFCP projects. The tone was favorable even among news sources known for being critical of the United States. Respondents in Cambodia, Egypt, and the United States reported how AFCP stories were good press even when macro-level political relations between countries and the United States was poor.

Respondents specifically commented there were few, if any, overtly negative reactions expressed to them by the public about AFCP projects. The negative reactions included isolated complaints about the pace of the work, some local groups feeling left out of the project, disgruntlement with a site being closed, criticism of the United States being new to the cultural space, or criticism of AFCP funding a cultural heritage project instead of development projects.

Positive reactions to AFCP projects can be grouped into the following categories:

Surprise About U.S. Funding for Cultural Heritage Projects
Several respondents in all six sampled countries reported that one of the main reactions members of the public expressed upon learning about U.S. funding for AFCP is surprise the United States—or a foreign government generally—is investing in cultural heritage projects. This surprise was often coupled with a desire to learn more about the United States' motivation for this investment. As illustrated by participants in Moldova and South Africa, respectively, *"Someone asked me, 'Really Americans give us money? What for? What's the interest behind this?' They were surprised that someone from abroad gave money for the monuments,"* and, "*I think talking to the students and teachers afterwards, there was this sense of 'Wow! [The United States] is investing in our past, why would they want to do that?.'"* See findings for EQ 2.4 for more information on how this reaction relates to public understanding of the United States.

Astonishment Over Project Quality and Scope
Two other indicators of public approval for AFCP projects that grantee, participant, government, and DOS respondents in all six sampled countries reported was the public expressing astonishment at the quality of the work being done, as well as interest in learning more about the details of the project and how to access it. Respondents in Cambodia, Egypt, and South Africa stated the public was "impressed" or "moved" by the quality or scope of restorations, or exclaimed how "beautiful" or "clean" the restored items look. According to respondents, this led to some cases of the public helping to sustain the preservation, such as community members helping to keep Mangomarca clean and safe, or refraining from a religious custom to apply fragrances to the walls of the al-Imam al-Shafi'i Mausoleum (see findings for EQ 3 for more details). Sometimes, as respondents reported in Moldova and Peru, another aspect of astonishment was related to the public learning about the historical significance of the project for the first time.

Interest in AFCP Projects
Respondents in Egypt reported receiving inquiries from individuals locally and worldwide about aspects of the technical work (e.g., such as questions about what is being renovated at the al-Imam al-Shafi'i Mausoleum, or why the Coffins project at the Egyptian Museum are not displaying any restored coffins). Considering the media as an extension of the public, respondents in Egypt, Peru, and South

Africa cited how national and international media outlets' intensive interest in certain AFCP projects can be considered a positive reaction.

For sampled AFCP projects that are already accessible to the public (e.g., Chankillo, the Slave Lodge displaying São José artifacts,[9] Liliesleaf Archive, and the Gagauz Language project), respondents noted increases in visitors or users of the site, people asking for directions to the site, and requests for cultural dances or other intangible heritage products.

> ***"A lot of people don't know that the museum is funded by [AFCP], only those that come in person and ask about it. They are really thankful to whoever is funding it, they want it to reopen it quickly. They expect that the museum will open quickly."***
> *—Participant. Sri Lanka*

For projects not yet open to the public (e.g., Anuradhapura, Causeni Church, Coffins, and Phnom Bakheng), respondents noted instances of community members, tourism companies, shop owners, and other members of the public asking about when the project will be completed and accessible. In certain cases in Egypt, Moldova, and Sri Lanka, public anticipation for the project to be completed faster is so high that a few respondents noted having to turn away visitors as a potential negative, unintended consequence, whereby the public is dissatisfied the project is taking so long, or a site that was previously publicly accessible has been closed (which could have both personal interest, religious, and/or economic consequences for individuals).

Sense of Appreciation

Last, respondents across the six sampled countries and respondent types often characterized their own or the public's reaction to AFCP projects as a sense of appreciation the project was being undertaken, and gratitude specifically to the United State for the funding, as summarized by the quotes below:

> ***"As a human being and part of the community . . . I can see the reactions of the people myself. They stop and ask me, 'When are you going to finalize the renovation?' They thank me for what we're doing, and they ask to renovate other monuments as well."*** *—Participant, Egypt*

> ***"We had tourists from other countries of Europe . . . and they tell us, 'This is the most beautiful monument in Moldova.' They're grateful to the U.S. Ambassadors Fund that there is a program in safeguarding this monument, and I'm personally thankful that this church is worth it for this fund."***
> *—Participant, Moldova*

> ***"I'm very grateful to any country who donates money for the restoration of historical monuments, and I feel sincerely bad that my country cannot cover these costs, but glad that this is my country's national identity."***
> *—Participant, Moldova*

> ***"I'm positively impressed that the U.S. Government is willing to put funding to something like this. Otherwise, this project would have never happened. There's no other funding source knocking at the door."***
> *—Participant, South Africa*

[9] The exhibit of the São José artifacts at the Slave Lodge Museum, managed by Iziko Museums, was not funded by AFCP. It was funded in part by a separate but parallel DOS grant. Because the Slave Lodge exhibits pieces from the São José shipwreck and thus would not be possible without the AFCP project, the Evaluation Team considered it in the evaluation as an indirect extension of AFCP in terms of making the AFCP-funded aspects of the project accessible to the public.

Public Opinion of the United States

KII respondents had mixed ideas about whether or not AFCP projects are affecting public opinion about the United States as a specific subset of public response. In general, KII respondents—especially in countries that traditionally have good relations with the United States—felt AFCP projects had a positive effect on public opinion of the United States or couldn't hurt the public image. It was especially difficult for respondents in Cambodia, Moldova, and Sri Lanka to gauge AFCP contribution to public opinion of the United States, as respondents stated these populations have long been divided in their positive/negative impressions of the United States, and so it may be harder to change their opinions.

Triangulation with survey results showed some initial evidence that knowing the United States provided support for a project has a positive effect on changing public opinion of the United States. As seen in **Table 5**, knowing the United States funded a project positively changed opinions of the United States and the American people for almost half of the respondents (40 percent on average for both questions), and slightly more than half regarding the relationship between the United States and the AFCP country (58 percent on average). This positive change occurred across all six sampled countries, projects, and survey types, even in countries with a reputation for anti-U.S. sentiments.

Table 5. Survey Results on Knowledge of U.S. Government Support and Change in Opinions by Project

Project	Does knowing the U.S. government supported this project change your…								
	…opinion of the United States?			…opinion of the American people?			…perception of the relationship between the United States and AFCP country?		
Visitors/Residents	**Yes (Positive Change)**	**Yes (Negative Change)**	**No**	**Yes (Positive Change)**	**Yes (Negative Change)**	**No**	**Yes (Positive Change)**	**Yes (Negative Change)**	**No**
Cambodia, Phnom Bakheng	43%		57%	30%		70%	56%		44%
Cambodia, Tuol Sleng*	64%		36%	64%		36%	100%		0%
Moldova, Causeni Church	42%	4%	54%	40%	2%	58%	55%		45%
Moldova, Gagauz Language	47%		53%	46%		54%	54%		46%
Peru, Chankillo	37%		63%	30%		70%	52%	4%	44%
Peru, Mangomarca	43%		57%	34%		66%	67%	2%	31%
South Africa, Liliesleaf	53%		47%	47%		53%	69%		31%
South Africa, São José	40%		60%	15%		85%	45%		55%
Sri Lanka, Anuradhapura	43%		57%	57%		43%	55%		45%
Local Businesses	**Yes (Positive Change)**	**Yes (Negative Change)**	**No**	**Yes (Positive Change)**	**Yes (Negative Change)**	**No**	**Yes (Positive Change)**	**Yes (Negative Change)**	**No**
Cambodia, Phnom Bakheng	38%		62%	29%		71%	38%		62%
Cambodia, Tuol Sleng	40%		60%	40%		60%	53%		47%
Moldova, Causeni Church	50%		50%	50%		50%	50%		50%
Moldova, Gagauz Language	56%		44%	56%		44%	56%		44%
Peru, Chankillo	40%		60%	20%		80%	60%		40%
Peru, Mangomarca	43%		57%	29%		71%	57%		43%
South Africa, São José	29%		71%	43%		57%	57%		43%
Sri Lanka, Anuradhapura	57%		43%	57%		43%	67%		33%

**Includes non-national respondents only*

Public Response Factors

Respondents stated several factors for why they believed public response was so positive:

Value Placed on Preserving Cultural Heritage

The cultural and religious subject matter of AFCP projects was the reason respondents most often gave for their and the public's appreciation for AFCP, perceiving U.S. funding as an indication the United States cares about their culture. Participants and grantees spoke about the pride and honor they felt by being associated with the project. They also pointed out the religious or cultural significance of a project for community members, and the happiness community members expressed upon learning of its preservation. For example, a respondent in Moldova spoke about agreeing to participate in AFCP because the project resonated at a religious level: *"The religious factor was an important one, because this kind of monument was degrading, and seeing it was very sad. When I was asked to be part of this project I accepted from the religious aspect as well as from the professional point of view . . . It was an honor to participate in this project."*

Respondents also appreciated that AFCP values and funds intangible heritage preservation in addition to tangible sites and objects. According to a grantee in Sri Lanka, AFCP funding differs from other sources of funding in that "*Other funds give in broader manner—never dig deep and get to know real meaning of rituals, or get artists to do whole acts. Only U.S. funding has helped dig deeper into these rituals and expose them to the public."*

Preservation Approach

The high-quality way in which AFCP projects implement cultural preservation was significant for some respondents. For example, a government respondent in Moldova stated appreciation for *"the new vision for cultural heritage, and new [cultural preservation] standards that the United States is promoting."* For the Coffins project in Egypt, a few respondents noted the selected grantee (a local NGO) had a positive reputation among communities for completing high quality preservation projects using traditional building methods/materials and involving the community when possible. Respondents theorized public support for the project was positive as a result of the grantee implementing cultural preservation projects in these ways.

"The foreigners have really paid attention to our heritage. For us it was very difficult to imagine that there would be people interested in Mangomarca. Before, nobody came to see Mangomarca to see cultural heritage because there wasn't enough money to intervene on the site. When I came to know that there will be intervention, I couldn't believe it! When they came to register us to work on the project and they told us that it is thanks to the Ambassadors Fund I was very happy. I am very, very thankful that they have considered our request . . . we see the difference between this side and the other side that we haven't worked. Now we can see the work and appreciate its beauty." *—Participant, Peru*

Support for Lesser Known Projects

Respondents in Moldova, Peru, and the United States reported public appreciation because AFCP invests in smaller, lesser known, or ignored sites/cultural aspects, in addition to highly visible and well-known ones.

For example, many respondents in Moldova highlighted previous attempts to restore the Causeni Church under the Soviet period that fell through. According to respondents, the fact that U.S. funding actually materialized—in contrast to other donor funding that did not—engenders positivity and expectations from community members in light of this context. In Peru, respondents related how both Mangomarca and Chankillo were "abandoned"—including failed attempts on

behalf of community members to petition for government funding for preservation—causing community members to be appreciative of whoever was willing to pay attention to these sites.

Even for governments that do attract significant funding (e.g., Cambodia), one respondent in the United States pointed out that AFCP will fund smaller, less visible projects for which governments may find it difficult to find donors.

Perceived Apolitical Support to Governments

Because AFCP deals with cultural preservation, a few DOS, grantee, and government respondents expressed a perception the funding was apolitical, and thus an uncontroversial way to support governments that would otherwise not have the resources to preserve cultural heritage for their constituents. In Cambodia, for example, the perceived apolitical nature of the funding allowed governments who would otherwise not engage with the United States to accept the funds (see findings for EQ 4 for more information).

According to a few respondents, AFCP projects are so valued by the public precisely because the public knows their own governments lack the interest or resources to take the projects on themselves. As such, one negative, unintended consequence of AFCP projects observed by a respondent in South Africa was public criticisms of the national government for not being able or willing to fund these cultural projects.

Economic Impact

The economic gains (current and future) of AFCP projects were an important factor for public approval of AFCP projects according to respondents in several sampled countries. Grantee, participant, DOS, and government respondents in Cambodia, Egypt, South Africa, and Sri Lanka noted public response was positive because AFCP projects provided jobs and skills for those involved, whereas respondents in Moldova, Sri Lanka, and the United States expressed how governments and communities appreciate AFCP projects because of their perceived impact on tourism revenue.

Volume of U.S. Assistance

At a more theoretical level, some DOS respondents expressed a perception that having a larger, cumulative portfolio of continuous or abundant U.S. assistance within the cultural sphere in a country contributes, in part, to positive public reception of AFCP projects. Respondents reported how in Bolivia,[10] Cambodia, Egypt, and Peru, U.S. Embassy/Consulate staff strategically try to "cross-pollinate" public diplomacy programs, including AFCP, in order to create a cumulative positive impression to the public of U.S. investment. For example, DOS-funded exchange students may visit an AFCP site, a cultural festival may be organized at an AFCP site, AFCP funding may be awarded continuously to the same project, or an AFCP project may be chosen near another site in which the United States has somehow invested in order to revive public awareness of the previous investment. A government's positive experience with AFCP may also lead to other U.S. programming opportunities (see findings for EQ 4 for more information). Respondents' personal reactions provides some evidence this strategy has plausibly worked for those close to AFCP projects or familiar with U.S. programming, but it is unknown how the general public has reacted.

[10] In addition to the 12 projects in the six countries included in evaluation sample, a few respondents referenced their experiences with other AFCP projects and countries.

2.2 WHAT IS THE MEDIA IMPACT (BOTH TRADITIONAL AND SOCIAL)?

Description of Media Coverage

AFCP awards stipulate that projects must have a media and outreach plan, and include AFCP branding requirements, such as a project sign with the U.S. flag and acknowledgement of both AFCP and the U.S. Embassy/Consulate support for the project. According to the desk review, DO, and KIIs, the frequency, source, content, timing, and type of media coverage and other branding requirements varied significantly by country and project.

Media Coverage Type, Timing, Frequency

KIIs and media analysis indicated media type varied widely, from traditional media (radio, television shows, newspaper or online news articles), to social media (YouTube videos and Facebook posts), to documentaries and poems. DOS respondents reported all AFCP projects over the years receive some media coverage, with most of this coverage occurring at the beginning of projects during the award announcement or project launch, and the second most frequent media push upon completion closeout when the project is made available to the public. Respondents explained that this media push is mostly at the behest of the U.S. Embassy/Consulate, who produces Facebook posts and organizes press releases that may or may not get picked up and disseminated by local and foreign press.

Projects received less media attention in general throughout project implementation, with increased media presence aligned with visits from U.S. or country government personnel, or special discoveries/events—a trend the Evaluation Team also observed in its media analysis and survey results.

Signage

KIIs and the Evaluation Team's DO showed AFCP signage for the 12 sampled projects was applied inconsistently (see **Table 5**). Projects that did have a sign varied in the AFCP branding of the project, with some using the DOS logo and others using the AFCP logo, although all included the U.S. flag and project description in English.

For projects without a sign, DOS and grantee respondents reported an intention to put up a sign at project completion, citing reasons such as not wanting to attract too much public attention to the site when it was still restricted to the public (potentially engendering negative feelings for visitors turned away), because the project type (e.g., intangible heritage) made it conceptually difficult to draw attention to the project, or intentionally not wanting to draw attention to U.S. support given the country's political climate. This last point implies media attention has the potential to draw negative attention to projects and grantees, in addition to positive attention.

Table 6. AFCP Signage Descriptions

Country	Project	Signage Presence	Logo Type	U.S. Flag	Language
Cambodia	Phnom Bakheng	Yes	DOS	Yes	English, Khmer
	Tuol Sleng	No	-	-	-
Egypt	Coffins	No	-	-	-
	al-Imam al-Shafi'i Mausoleum	No	-	-	-
Moldova	Causeni Church	Yes	None	Yes	English, Romanian
	Gagauz Language	Yes	AFCP	Yes	English, Gagauzian, Romanian, Russian
Peru	Chankillo	No	-	-	-
	Mangomarca	No	-	-	-
South Africa	São José	Yes	AFCP	Yes	English
	Liliesleaf Archive	Yes	DOS	Yes	English
Sri Lanka	Anuradhapura	No	-	-	-
	Indigenous Traditions	No	-	-	-

Public Exposure to Media Coverage

Results from the survey generally aligned with what KII respondents said about when AFCP media is viewed. Although traditional and social media was not often the first instance survey respondents reported of hearing about the project (for several projects, most respondents indicated first hearing about the project by word-of-mouth or passing it firsthand—see **Annex 7C** for specific percentages and sample sizes), survey respondents in Moldova, Peru, and South Africa did report seeing traditional or social media at some point.

Table 7. Type of Media Viewed and When by Project

Project	Period When Traditional/Social Media Was Viewed				Type of Media Viewed	
Visitors/Residents	**Project Launch**	**Project Underway**	**Project Close**	**After Completion**	**Traditional**	**Social**
Cambodia, Phnom Bakheng	Did not report viewing traditional/social media					
Cambodia, Tuol Sleng	Did not report viewing traditional/social media					
Moldova, Causeni Church	X	X			X	
Moldova, Gagauz Language	X	X	X	X	X	X
Peru, Chankillo	X	X	X	X	X	X
Peru, Mangomarca	X	X			X	X
South Africa, Liliesleaf Archive	X	X	X	X	X	X
South Africa, São José	X	X	X	X	X	X
Sri Lanka, Anuradhapura						
Local Businesses	**Project Launch**	**Project Underway**	**Project Close**	**After Completion**	**Traditional**	**Social**
Cambodia, Phnom Bakheng	Did not report viewing traditional/social media					
Cambodia, Tuol Sleng	Did not report viewing traditional/social media					
Moldova, Causeni Church		X			X	
Moldova, Gagauz Language	X	X	X		X	X
Peru, Chankillo	X				X	X
Peru, Mangomarca	X	X			X	X
South Africa, São José		X			X	
Sri Lanka, Anuradhapura	Did not report viewing traditional/social media					

In contrast, no survey respondents in Cambodia or Sri Lanka indicated hearing about the project through either media type (see **Table 7**). These two countries also had the highest percentage of survey respondents who indicated the survey was their first time hearing about the project (see **Table 8**). For both countries, the composition of respondents for the visitors/residents survey may be a factor for this trend—surveys for all three projects had large proportions of national and foreign visitors in their samples compared with most other projects (Phnom Bakheng—37 percent foreign visitors, 59 percent national and foreign visitors combined; Tuol Sleng—32 percent, 85 percent; Anuradhapura—64 percent, 90 percent; see **Annex 7A** for a breakdown of survey respondent type for each project).

Of the survey respondents who indicated seeing traditional or social media about the project, most saw the media during the project launch or when the project was underway, with a smaller percentage indicating they saw media at the project close or after (e.g., for the Gagauz Language, Liliesleaf Archive, Chankillo, and São José projects).

Table 8. Traditional and Social Media as a Source of Information About the Project

Project	% for whom traditional or social media was the first time they heard about the project	% of instances in which traditional or social media was a secondary source of hearing about the project	% for whom this is the first time hearing about the project
Visitors/Residents			
Cambodia, Phnom Bakheng	No reported viewing of traditional/social media		93%
Cambodia, Tuol Sleng	No reported viewing of traditional/social media		100%
Moldova, Causeni Church	18%	10%	8%
Moldova, Gagauz Language	13%	30%	20%
Peru, Chankillo	15%	42%	4%
Peru, Mangomarca	15%	32%	26%
South Africa, Liliesleaf Archive	28%	27%	9%
South Africa, São José	9%	14%	47%
Sri Lanka, Anuradhapura	No reported viewing of traditional/social media		86%
Local Businesses			
Cambodia, Phnom Bakheng	No reported viewing of traditional/social media		90%
Cambodia, Tuol Sleng	No reported viewing of traditional/social media		87%
Moldova, Causeni Church	25%	17%	0%
Moldova, Gagauz Language	12%	30%	50%
Peru, Chankillo	0%	43%	40%
Peru, Mangomarca	19%	19%	40%
South Africa, São José	14%	14%	57%
Sri Lanka, Anuradhapura	No reported viewing of traditional/social media		24%

"We have had the full freedom to design. There has been no attempt to tell us what to do, and that message has been clear from our end throughout, no interference. 'Human Rights' is seen as an imposition here. We were very clear in communicating that nothing in the project was determined by the outside." *—Grantee, Sri Lanka*

Media Content

In general, the content of internal media coverage appeared to be consistent but basic across projects. Many KII respondents concurred that media coverage or other communications by the U.S. Embassy/Consulate or grantees clearly mentioned U.S. funding for the project, and the Evaluation Team's media analysis confirmed this fact. Additional project and event details typically included the description of the project or event, who was in attendance, or amount of funding.

Only in a few cases in Moldova, South Africa, and Sri Lanka did respondents report that the media coverage or messaging around the project emphasized a higher-level intention or significance of the project, such as espousing a shared humanity, intending to integrate the project into the tourism sector, and emphasizing the nature of the project as a partnership between the United States and the AFCP country.

Media Source: U.S. Embassies/Consulates

KII respondents spoke about how AFCP projects varied by country regarding the extent of the media and publicity efforts expended by the U.S. Embassies/Consulates. More so than in other countries, respondents in Egypt and Peru reported proactiveness on the part of the U.S. Embassy/Consulate to encourage, strategize, and implement media pushes, including linking AFCP sites with other public diplomacy or cultural events, or ensuring U.S. Embassy/Consulate personnel, U.S. Ambassadors, U.S. Congress people, country ministers, or other government officials visited the project, and these visits were publicized. Grantee, DOS, and participant respondents in Peru especially spoke about how coordinated the U.S. Embassy in Peru was at launch events.

"The Ambassadors Fund is completely different. They wanted pictures with the press and with the community. Compared to the other sponsors they, the embassy, have created important media press coverage . . . People don't know when other sponsors visit, but they know when the embassy comes." *—Grantee, Peru*

Media Source: Grantees

In addition to variations in U.S. Embassy/Consulate proactiveness for media pushes, grantees varied as well in the extent to which they spurred their own publicity of AFCP projects. Megawra in Egypt, Gagauzluk in Moldova, World Monuments Fund in Peru, and Iziko museums in South Africa stood out as positive examples with reported cases of publicizing the AFCP project on their own accord. These grantees also used media intentionally, such as through organizing community events/workshops and reaching out to the press directly, in addition to more common publicity efforts such as reposting U.S. Embassy/Consulate-generated media on their own websites or Facebook pages. The Gagauz Language project appeared to be an outlier in that the largest amount of media, occurring at project completion in 2017, was generated by the grantee. Media coverage generated by the grantee continues to this day.

In general, however, according to media analysis, citizen engagement and views were higher when grantees leveraged the U.S. Embassy/Consulate's Facebook followers vs. media published independently.

Media Source: External Outlets

Projects also varied in the extent to which they were able to draw external media attention (whether local or international news sources). Two factors DOS, grantee, and participant respondents in five out of six sampled countries cited for variations in external coverage were the importance of the project subject matter of the project itself in the public eye—a factor largely out of the grantee or project's control—as well as the media outlets' appetite to cover U.S. projects or cultural heritage news (as opposed to scandals or political news). The Coffins project in Egypt, the Gagauz Language project in Moldova, Chankillo in Peru, and São José in South Africa were picked up by numerous international news outlets across different languages and mediums (from documentaries to talk shows) because of global interests in slavery, archaeology, and Egyptology. The amount of media coverage even came as a surprise to a grantee respondent given the media environment, which they felt often does not pay attention to cultural heritage projects: *"It's not easy to get coverage in South Africa—it's out of the norm this level of interest that has been generated."*

"News outlets, which are used to spreading disinformation, show up and say positive things. Even in the darkest times, press coverage [of AFCP] is good." *—DOS, Cambodia*

"I've never heard a negative story come out of AFCP." —DOS, Egypt

Other projects, including the Liliesleaf Archive in South Africa and the Sri Lanka Indigenous Traditions project got less, if any, non-AFCP generated media coverage, which respondents partially attributed to the media's general indifference to cultural heritage news. Even in instances where the international press was interested in the project, respondents expressed difficulties engaging local news outlets. As explained by a grantee in Peru, *"We had to work with national and sometimes international press to know how it can be recognized. The challenges remain with the local press. The digital information is fine. But not everyone is reading things online. We need something more in the local newspaper that can reach the local Peruvian citizens."*

Need to Increase AFCP Visibility

Some DOS, participant, and grantee respondents reported AFCP projects and their impact could be better publicized and deserved more media attention. All respondents gave reasons why AFCP was an effective program, and many expressed the sentiment that AFCP's visibility can and should be increased to promote better public awareness, including more media coverage during implementation to increase awareness, keeping public interest alive, and creating momentum for a project's opening to the public once completed. DOS respondents specifically reported a desire for more informational materials about AFCP projects to distribute to other donors and partners, or to publicize the program more widely in the United States to showcase this type of U.S. investment. At the same time, DOS respondents also noted U.S. Embassy/Consulate human resources are often stretched too thin for increased visibility to be generated effectively.

"We can do a better job of publicizing our work and what we do through AFCP funding . . . Many individuals do recognize our work, but not as much as we'd like for people to know." —DOS, Peru

Even though AFCP awards include branding requirements, one DOS respondent nevertheless reported that whose role it is to promote the project via media is not well defined, nor is adherence to the media plan monitored—a factor which could lead to uneven efforts or lack of accountability on the part of the grantee or the U.S. Embassy/Consulate to publicize the project.

Public Response to AFCP Media

Survey results, KIIs, and media analysis all indicated the public response to media generated about AFCP projects is generally positive. When asked about their reaction to the traditional or social media viewed, there were a few survey respondents who indicated no reaction or a negative reaction. Most reactions, however, trended toward the positive, with survey respondents citing the importance of cultural heritage and generating awareness, positive prospects for tourism, and happiness that heritage was not being forgotten.

During KIIs, the most common ways respondents reported knowledge of the general public's reaction to AFCP-related media was by (1) assessing the number of hits, shares, or likes of social media posts; (2) assessing the content of comments to social media posts; and (3) receiving written or verbal comments from members of the public. Respondents in all six sampled countries and the United States reported the vast majority of comments on social media about AFCP were positive in nature, offering sentiments of congratulations, approval, or thanks, while negative comments were rarer and focused on general sentiments toward the United States rather than the project itself.

Within the spectrum of social media posts, respondents in Cambodia, Moldova, Peru, South Africa, and the United States reported how specific AFCP-related posts—often videos, photos, or other visualizations—incurred large numbers of hits compared with other social media, which indicated to these respondents the popularity of these media types.

Respondents offered different opinions for why they thought the public responded positively to AFCP media, including:

- Cultural heritage is universally valued
- Cultural heritage projects are seen as apolitical
- The United States does not expect anything in return
- The grantee or the U.S. Embassy/Consulate is generally viewed positively
- The local government is not able to fund similar projects, so U.S. funding plays favorably
- AFCP projects are implemented in smaller locations and not just flashier/well-known sites
- The project subject matter is of interest to many people globally

The Evaluation Team's media analysis confirmed respondents' reports of general, positive public engagement with social media content. Evidence of this positive engagement with social media included Facebook comments in which the commenters asked questions or otherwise showed curiosity about U.S. Embassy/Consulate support of AFCP sites and the preservation of cultural heritage. That stated, analysis showed a few comments—less than a quarter—questioned the political nature of the funding.

"We made sure that all the coverage had a proper position for the Ambassadors Fund, and we've said that it's entirely funded by the Ambassador's Fund. Three people called me and said, 'My god, the Americans are doing something good!'" *—Grantee, Sri Lanka*

"My friends call me when they learn that I worked on this project, and they are amazed with the work they had seen through the media. There were [other] people who do not know what was published, so I tell them where they can find published media on these websites, and they come back and tell me they watched what is published." *—Participant, Egypt*

In addition to social media comments, grantee, government, and participant respondents in all six sampled countries provided examples of seeing media firsthand themselves, or receiving favorable comments or questions about the projects via email or in person (including from colleagues or acquaintances not based in the AFCP country), which serve as evidence some members of the public are indeed viewing the available media and becoming interested in AFCP projects because of it. According to these respondents, the comments received relate to:

- The high level of technical outputs.
- Questions about when the project will open or how to view it.
- Reactions to the U.S. involvement in the project.
- The commenter learning something new about the historical or cultural significance of a project.

2.3 WHAT IS THE ECONOMIC IMPACT OF AFCP PROJECTS?

Survey results suggest some positive indication that the 12 sampled AFCP projects are having economic impacts. For all projects, a percentage of respondents (varying from 13 to 52 percent) indicated they had experienced some positive effect as a result of being located near the associated AFCP project (see **Table 9**, and **Annex 7D** for specific percentages and sample sizes). The percentage of respondents who experienced a positive effect were larger in Cambodia, South Africa, and Sri Lanka. For Sri Lanka, however, most respondents used the future tense and gave explanation such as "*Increase income after completion"* and *"it will increase business for local people,"* implying respondents could be anticipating a future positive effect in their answer.

Negative effects reported in survey responses were much fewer. In Mangomarca, one survey respondent referenced security issues happening at the site, which may not directly be related to the project improvements. For Tuol Sleng it is unclear if survey respondents understood the answer choice, as their reasons for the negative effect were *"as normal"* and *"nothing."* For Phnom Bakheng the one survey respondent who reported a negative effect said there was a decrease in tourists.

Table 9. Survey Results on the Effect of AFCP Project Location on Local Businesses

Project	Has being located near the project affected your business?		
	Positive Effect	Negative Effect*	No Effect
Cambodia, Phnom Bakheng	48%	10%	43%
Cambodia, Tuol Sleng	40%	13%	47%
Moldova, Causeni Church	17%	0	83%
Moldova, Gagauz Language	13%	0	88%
Peru, Chankillo	20%	0	80%
Peru, Mangomarca	19%	5%	76%
South Africa, São José	43%	0	57%
Sri Lanka, Anuradhapura	52%	0	48%

**It is possible that some survey respondents who reported a "negative effect" may have misunderstood the question.*

The majority of KII respondents reported several ways in which AFCP projects have contributed (mostly positive) economic results, primarily to the local economies and individuals directly involved in the projects. However, there were a few examples in which grantees or U.S. Embassy/Consulate staff measured and recorded these impacts in a systematic way. Economic effects can be grouped into the following categories:

Employment

The most evident example of economic impact cited by all KII respondent types was direct employment of local workers whose salaries were paid by the AFCP grant, although AFCP projects varied in the number of direct employees and were generally short-term in nature. In KIIs, a few DOS respondents also mentioned larger scale AFCP projects around the world employing "hundreds" of people (e.g., an AFCP project in Afghanistan that generated more than 50,000 hours of labor). There were a few exceptions to this finding, particularly for government grantees who would work with or without AFCP funding.

> ***"We hire people from the community unlike the agricultural companies that hire people from all over the country and bring them [here], and the people complain about this. We are the first site [here] to hire people locally and pay more than the agricultural sector. There has been an economic impact. The project gave them hope and a long-term foundation over 8 months, and they were able to overcome hardships because of layoffs from agricultural companies."*** *—Grantee, Peru*

Although AFCP projects do at times hire American or technical experts of other nationalities, these hires are rare. In Cambodia and Peru, for example, respondents described how local hiring makes the public appreciate AFCP more than other projects, such as Chinese-funded projects that reportedly hire mainly Chinese workers, or private companies that find workers from elsewhere in the country. Local employment generation was a particularly salient and positive point for participants in Cambodia, Egypt, Peru, and South Africa, where respondents noted job opportunities were hard to come by, especially in the cultural preservation space.

In most instances, employment through AFCP only lasted a few years until project completion, though a few projects (e.g., Phnom Bakheng in Cambodia) were notable outliers where conservation work (AFCP and non-AFCP funded) has provided steady employment for community members for over a decade. Some respondents viewed the primarily short-term nature of AFCP projects as a positive characteristic, stating finite contracts reduced the potential for creating dependency on the AFCP grant and unintentionally negatively impacting whole communities once the project leaves—a reported

outcome of a U.S. Agency for International Development (USAID) project in Egypt. Other participant and government respondents in Cambodia and South Africa lamented the short-term nature of AFCP grants because they were an unstable source of income, a factor they felt international donors should more critically consider. Respondents in Peru noted that the temporary nature of AFCP employment for community members can negatively affect livelihoods and sustainability of the conservation work once the project is completed.

Cultural Heritage Sector as a Career Choice

In addition to directly employing individuals in the cultural heritage sector, a few projects have used AFCP projects as a platform to expose younger generations to conservation and preservation skills, which a few KII respondents theorized has the potential to attract more people to the sector as a career choice. Examples include:

- The Tuol Sleng project was featured (and was reportedly one of the most popular booths) at a science, technology, engineering, and mathematics (STEM) fair in Cambodia.
- The São José project in South Africa exposes young people to maritime archaeology by hosting numerous domestic and international student groups at its lab.
- The Liliesleaf Archive project conducted a workshop with two school groups using archival materials.[11]
- The Indigenous Traditions project in Sri Lanka, which grantee and participant respondents said has led to an increased demand for masks and drums, and thus increased income for makers of these products. Respondents also reported interest from young people about learning traditional arts/music now that they see it becoming profitable.

"It has given me a better standard of living, stability . . . I can afford my children a good level of education . . . I receive a fixed salary from this project, so while I work I feel confident and relieved" *—Participant, Egypt*

Standard of Living

Increased standard of living/working—directly related to employment and livelihood support—was another economic outcome respondents in Cambodia, Egypt, Peru, Sri Lanka, and the United States noted. For archaeological sites in Cambodia and Sri Lanka, grantee and DOS respondents reported observing local employees wearing safety gear (provided by the grantee), sending their children to school/university, buying school uniforms, or being able to buy bicycles or motorcycles rather than traveling by foot.

In Cambodia and Peru, respondents stated employees' standards of living also increased because of access to benefits and insurance made possible through employment through AFCP, although this was heavily facilitated by the grantee and is not necessarily indicative of all AFCP projects. A grantee in Peru explained, *"people who work with us on the project, before they were working in the informal economy but when they started working on the project they started working in the formal economy. They started working and getting credit cards and benefits. They have a bank account where we give them the deposit. . . . The banks are now offering them credit. Working with them legally we have given these individuals economic benefits."*

Employment took on a gender dynamic for the Mangomarca project in Peru, as the project mostly employed women, meaning mostly women benefited from this integration into the formal sector. KII

[11] The workshop was not directly funded by AFCP, but by a DOS grant that the grantee received after AFCP funding was completed. The workshop used the materials conserved by the AFCP project.

respondents associated with the project noted women's participation was also important as it diversified the labor sector, because it is difficult to introduce women into new sectors in Peru as a result of gender stereotypes.

> ***"It's a good kind of assistance because AFCP provides both human capital improvement and practical work on conservation. Not just implementing projects, but also training people. I find that AFCP is very good, very supportive to the conservation of cultural heritage."***
> *—Government Respondent, Cambodia*

Skills Development

Respondents almost unanimously noted technical and managerial skills development as another prominent economic impact of AFCP. Grantee and participant respondents in all six sampled countries gave numerous examples of how they gained new conservation or preservation skills they did not have before AFCP. Even highly seasoned technical professionals gave some examples of how their AFCP project allowed them to use their skills in a new context, or how they grew by problem-solving new technical issues. A few respondents emphasized the importance of AFCP using, and thus preserving, traditional skills and methods, a fact which distinguishes AFCP from other donor or government projects.

In Cambodia and Egypt, government, INGO, grantee, and participant respondents also noted individuals or organizations acquiring management skills, such as team/laborer management, grant management, employee on-boarding, and tourism management. Tourism management was brought up by more than one respondent in Cambodia as an important issue, as increased tourism can positively increase revenue, but also has the unintended, negative impact of degrading sites through visitor wear and tear.

Many AFCP applications included skill development as part of the "statement of sustainability" section, theorizing that skill development will increase an individual's employability on future projects and add to the national knowledge base. Several respondents agreed, stating during interviews that they expected to be able to use these new skills on different projects. However, it is not possible to verify how employable AFCP participants are, though a few respondents were able to share known instances of former employees of AFCP using their skills in other communities and projects.

> **"For Phnom Bakheng, the realization that the staff at the site had become so sophisticated that they could serve as trainers to the emerging professional talent at Wat Chaiwatthanaram in Thailand and Shwe Nandaw Monastery in Mandalay was quite unexpected. All three projects are supported by the AFCP. So there was also a poetic feel to the initiative. We were bridging three countries and leveraging AFCP support in a way we had not envisioned."** *—Grantee, Cambodia*

Additionally, respondents described instances of skill transfers and exchanges occurring at an individual and institutional level. In Cambodia, Moldova, and South Africa, respondents reported how certain conservation skills—including new technological conservation methods—were lacking or underdeveloped in the country, and through AFCP engaging technical experts from the United States and other countries, these skills were able to be developed in-country, in some cases for the first time.

Once developed in-country, these skills were reportedly being transferred to others, both in the cases of hiring and training more individuals in these skills, and through technical exchange visits. For the Tuol Sleng project in Cambodia, the project

is hiring two more staff whom they will train in clothing conservation, whereas the São José project in South Africa has trained domestic and international professionals to use its state-of-the-art lab equipment (purchased through AFCP and non-AFCP funds). In Cambodia and South Africa, the Phnom Bakheng and São José projects, respectively, also reported the positive, unintended consequence of being invited to visit AFCP sites in nearby countries to advise and train those project participants.

Tourism

Economic impacts on tourist flows and tourist revenues varied by project. Although the Evaluation Team was not given official statistics to verify visitor numbers or tourism revenue, grantee and participant respondents reported that a few ongoing projects included in the evaluation sample were already seeing an increase in visitors. These included the Slave Lodge displaying the São José artifacts, as well as Mangomarca and Chankillo in Peru, and Phnom Bakheng in Cambodia. Survey results for some projects corresponded with KII statements that tourism numbers have been positively affected for certain projects (see **Annex 7D** for respondent explanations of how their businesses have been affected). In Cambodia, Peru, South Africa, and Sri Lanka, survey respondents explained the positive economic effect the project had on them, including an increase in foreign or local visitors (although as previously noted, Sri Lanka respondents may have misunderstood the question given the future tense of their answers). In Peru, respondents also noted an increase in visitors, sometimes with direct reference to the project. For example, regarding Mangomarca, one respondent stated, *"Because it is fixed so more people come."*

> ***"Yes, visitors have increased. We have visitors in different seasons. April, July, November, and October. We have visitors from the community, from schools, students, and foreigners. Lots of school students. These students are from Casma and also Lima. From the coast and from the south of Peru."*** *—Participant, Peru*

For many other projects, KII respondents either noted it was too soon to observe effects on visitor numbers and potential tourism revenue (and this would only happen once the project is open to the public), or economic impacts for the project were not an intended outcome of the project. However, KII respondents did provide examples of how they might strategically attract/benefit from tourists or promote project financial sustainability, such as a joint effort by DOS, USAID, and the Government of Moldova to promote the Causeni Church as part of a touristic route; selling or lending restored coffins at the Egyptian Museum to other museums; or creating a visitors' center with ticket entrance fees at the al-Imam al-Shafi'i Mausoleum.

Most examples given in KIIs of increases in tourist numbers and tourist revenues pertained to older or completed AFCP projects not focused on this evaluation. DOS and grantee respondents reported successful examples of increased visitors at the Soroca Fortress and Old Orhei sites in Moldova, community members giving tours at Rajagala in Sri Lanka and the Lwandle Migrant Museum in South Africa, and a reported increase in the number of tourists and businesses catering to them for an AFCP site in Ukraine: *"Before the AFCP-sponsored restoration in 2013, the St. George church museum received fewer than 3,000 tourists per year. By the end of the project in 2016, that number had increased to 9,000 visitors during just the four months of October to December (for a projected 27,000 annual visitors)! Contacts note that interest and visitors continue to grow from year to year. The church museum is now listed as TripAdvisor's number one thing to do in Drohobych (as of February 15, 2019)"* (DOS, United States).

However, some U.S. KII respondents also cited a few examples where tourism around AFCP sites did not flourish as expected, for reasons unknown to the respondents.

Patronage of Local Economies

Last, although many respondents believed the full impact on local economies would be felt after project completion, some KII and survey respondents reported already observing impacts to the local economies. In Cambodia, Egypt, Moldova, and South Africa, respondents stated a perception that local economies benefited from grantees and project participants patronizing local shops, taking local transport, and buying local building or conservation materials. In Moldova, one survey respondent said the positive effect for the Causeni Church project included *"People who are working at the restoration lived and continue to return when they come to live here"* and *"More people are interested in buying magnets with the image of the church."*

On the other hand, respondents in Egypt noted how the al-Imam al-Shafi'i Mausoleum is considered a pilgrimage site, and so temporary closure for renovations has had a negative impact on individuals requesting alms at the site, or potential profit to local business because of fewer pilgrims; for the Coffins project, funding delays (related to national government bureaucracy issues) resulted in not being able to pay workers who are tasked with moving the heavy coffins.

2.4 TO WHAT EXTENT ARE AFCP PROJECTS DEVELOPING MUTUAL UNDERSTANDING AND DEEPENING TRUST BETWEEN FOREIGN PUBLICS AND THE UNITED STATES? WHY OR WHY NOT?

Personal Trust

Respondents in all six sampled countries provided clear examples of how and why the 12 sampled AFCP projects affected trust. Generally speaking, respondents noted their personal experiences with AFCP built trust, between individuals, between institutions, and in U.S. funding and work standards.

Trust Between Individuals

The type and amount of trust differed between respondents—some respondents stated changes in their level of trust in the United States related to AFCP involvement, whereas for other respondents trust already existed (because of a pre-existing positive view of the United States or to previous exposure to U.S. programs, projects, institutions, or people). For the latter, these respondents stated that AFCP either had no effect on their level of trust in the United States, or AFCP strengthened the trust they already had. No respondent stated AFCP had a negative effect on their trust in the United States.

Respondents in Moldova, Peru, and South Africa noted their trust in the United States grew because of positive relationships with individual U.S. Embassy/Consulate staff, and/or Americans involved in the projects. Grantees and participants positively described individual U.S. Embassy/Consulate staff as *"open," "enthusiastic," "hardworking," "frank," "flexible," "nurturing,"* and willing to *"help solve problems when they arise."* Some respondents spoke appreciatively of these collaborative interactions and how they perceived AFCP projects as a true partnership between donor and grantee. Even isolated interactions appear to be able to instill trust; in one case, a participant in Moldova reported being positively impressed by a former U.S. Ambassador's visit to an AFCP project: *"the American Ambassador [at that time] was here . . . and I felt the trust because I felt [the Ambassador's] interest and the U.S. interest in our country. It was a great gesture that [the Ambassador] showed to our culture, and that interest and that warmth is somewhere in my heart."*

Grantees and participants in Cambodia and South Africa also reported how exchanges of information and support between national technical experts and American technical experts increased the trust these individuals had for one another on a professional level.

Trust Between Institutions

DOS, grantee, and government respondents in Egypt, Moldova, Peru, South Africa, and Sri Lanka reported increased trust at the institutional level because of several factors. For grantees who expressed this view (the majority of whom were government-associated institutions), the fact of receiving one or more AFCP grant(s) indicated to them the United States trusted their organization, government, and/or country to manage funds and carry out the technical work. According to a grantee respondent in Moldova, "*Through this project, the U.S. trusted our team. [The U.S. was] confident in our team, that we were able to implement a complex project that implies involvement of experts from different areas of activity*." For grantees in Cambodia and Peru with multiple, consecutive AFCP grants, the consistency of the support also contributed to increased trust.

"There are 24 departments in our ministry and they know about this AFCP program, and they think that America is a good friend and they trust America." *—Government Grantee, Sri Lanka*

As previously discussed under the findings for EQ 1, grantees repeatedly stated appreciation for the flexibility of U.S. Embassy/Consulate staff to allow grantees to implement projects without much USG interference. Some said they felt the lack of U.S. imposition on AFCP project design and implementation demonstrated U.S. trust in them. One grantee in Sri Lanka stated, *"Americans through this project don't tell us what to [do] and we have complete freedom so we feel they trust us."*

"Before I was never a supporter of the U.S. government. Now since they have invested in my community, it has increased my level of trust. . . . Now I can say [the U.S.] is an amazing country and they invest in our culture and community. And they are going to continue investing, and now we have to protect what they invested." *—Participant, Peru*

"I didn't used to have trust in the U.S. because of what I heard about their political agendas, but now I have trust in the U.S. solely because of this project. I now trust 100 percent that the U.S. is a trustworthy partner on the cultural side."
—*Participant, Sri Lanka*

Trust in U.S. Funding and Work Standards

From the perspective of mainly DOS respondents in Egypt, Moldova, Peru, South Africa, and the United States, as well as a few grantees in Egypt, the large number of applicants for AFCP and other U.S. grant programs—including repeated applicants from government entities—can be interpreted as national organizations viewing the United States as a trusted partner.

Another example of institutional trust-building DOS respondents pointed to was that positive experiences with grantee institutions on AFCP projects have led to the U.S. Embassy/Consulate trusting these institutions enough to award them funds for other projects. In Peru and South Africa, DOS respondents stated they would not have the depth of relationships or number of programs with certain grantees had it not been for AFCP. The multiple grant relationships were mutually beneficial in that the grantee got funding and the U.S. Embassy/Consulate was able increase its public diplomacy efforts through these grantees.

DOS and grantee respondents in Egypt, South Africa, and the United States noted AFCP funding—in part because of its perceived apolitical nature and the importance of

cultural preservation for all stakeholders—showed both the United States and national governments that cooperation, agreement, and trust were possible.

Another reason grantee, participant, and DOS respondents in Egypt, Cambodia, Moldova, Peru, and South Africa noted AFCP projects personally strengthened their trust in the United States was because AFCP followed through with its funding promises, and because the projects themselves were high quality and invested in culture. Certain respondents emphasized the significance of funding consistency in environments where government or external donor funding had a history of not materializing. One DOS respondent stated, *"You hear a lot from the partners that they're grateful not only that we started the conversation but also that we see it through,"* and this sentiment was confirmed by more than one grantee in different countries. One grantee stated, *"I was apprehensive with the [U.S.] presidency change, but the consulate people assured me it wasn't a problem and it wasn't."*

Other grantees and participants noted the visible history of multiple, successfully completed projects increased their confidence in U.S.-funded projects such as AFCP. According to a participant in Moldova, *"I think not only this [AFCP] project but other projects implemented [by the U.S.] already laid the groundwork for trust in the U.S. When you see the outcomes, the results, when we saw the new roof as a result of the project . . . it installs this trust."*

Last, a few participants in Peru, South Africa, and Sri Lanka specifically noted that AFCP investing in their cultures and communities increased their trust in the United States.

Personal Understanding

As with trust, the type and amount of understanding developed through AFCP differed between respondents, with respondents with greater or previous exposure to the United States reporting fewer or less significant changes in understanding. Still, many respondents in all six sampled countries gave examples of how AFCP increased their understanding of the United States.

Personal Understanding of U.S. Interest in Cultural Preservation

The most commonly cited change in understanding that grantee, participant, and government respondents reported in Egypt, Cambodia, South Africa, and Sri Lanka was learning the United States supports cultural preservation in addition to military and development assistance, and this cultural support continues even though the United States withdrew from UNESCO. For example, a grantee respondent in Cambodia stated, *"Before, I knew nothing that the U.S. government cares about cultural preservation, but now I see that they care about this and it's important to them."*

"I know a lot [about the U.S. now]. I know how they work, how they give funds. They love other cultures because if we lose our culture, there is no meaning in our nations." *—Grantee, Cambodia*

"Our humanity depends on culture and our tradition—I can see the American people believe in our culture, in our tradition, so American people understand culture." *—Participant, Sri Lanka*

For a few grantee respondents in South Africa and Sri Lanka, interactions with the U.S. Embassy/Consulate staff and the way AFCP is managed by the United States positively influenced their image of the United States as non-imperialistic. One grantee respondent in South Africa shared, *"In the last few years the foreign media haven't been too kind—only showing America in bad light. But for me and my friends we can see now that [the U.S.] isn't taking our money, they're giving it back, and we know the bad news isn't true. They invest in countries and send money and research."*

Personal Understanding of U.S. Systems and Professionalism

A few grantees and respondents reported learnings related to U.S. systems, standards, and culture. One grantee reported an expanded view that the United States has a stable grant system that does not collapse with U.S. administration changes, which reinforced a similar statement by DOS respondents in Egypt and South Africa that the public has trust in AFCP as a transparent and competitive process that is unaffected by politics. One respondent in Moldova also noted learning *"about the level of professionalism of how exact they can be—the experts from the embassy, the level of knowledge of the experts [from AFCP]."*

Personal Understanding of American Culture

In contrast to many other countries, respondents from Sri Lanka stated a general lack of understanding about the United States that respondents attributed to physical and geopolitical distance. As such, one participant's learning about the U.S. diversity stands out as a positive indicator of shared cultural issues: *"I see some similarities between the United States and Sri Lanka. The United States has a lot of Latin Americans, a lot of languages, very culturally diverse. Sri Lanka is the same very culturally diverse. Generally, America is supporting culturally diverse work—that is the strength and here too it is so diverse, we have influences from all over. Likewise, America understands a culturally diverse place."*

Public Trust and Understanding

Measuring Public Trust and Understanding

Respondents could speak definitively about their personal trust, but had a harder time determining the impact of AFCP on trust for the wider public (those not directly involved in AFCP implementation), especially in Cambodia where U.S.–national government relationships have recently deteriorated or undergone fluctuations, according to respondents. Many respondents admitted they could not speak confidently about general trends in public trust and understanding, and no respondent presented evidence of actively measuring if and how AFCP projects are affecting the public.

In general, government, INGO, grantee, participant, and DOS respondents across the six sampled countries did not expect changes in trust or understanding to occur because of a lack of public awareness or interest in AFCP. These respondents believed—and the Evaluation Team's survey indicated—that the general public (Americans included) does not know or care about AFCP projects or U.S. funding for them, or changes in trust and understanding could not yet be realized for projects that are not yet completed and open to the public. As noted in the findings for EQ 2.1 regarding public response, respondents stated that awareness—and consequently impact on trust and understanding—was limited to those technically interested in the project or communities in close proximity to the projects.

The Evaluation Team's survey results begin to provide insights into if/how AFCP projects can affect aspects of the public's trust and understanding in the United States.[12] Survey results were mixed regarding the extent to which trust and understanding are being affected. Although there were many positive trends, these results varied by country and project for certain statements (see **Figure** 3 for trust and understanding statements, and **Annex 7E** for survey results and average responses):

Positive Answers (Agreement)

[12] The survey asked respondents to rate how strongly they agreed or disagreed with certain statements conveying trust and/or understanding. After making the respondent aware of U.S. funding for the project, the survey asked the respondents to rate their agreement to the statements again.

- In general, for the majority of the statements, respondent averaged mostly positive answers ("agree" or "strongly agree") before knowing about the AFCP project and after, potentially indicating previously established trust in and understanding of the United States.

Lack of Agreement or Disagreement ("I Don't Know")

- There were certain statements for which high percentages of respondents in Cambodia (both projects and survey types), Moldova (both projects and survey types), and South Africa (São José visitors/residents) neither agreed nor disagreed. Rather, they answered *"I don't know,"* potentially suggesting a lack of or uncertainty in their trust or understanding. These statements included *"The United States Respects [Country's] Different Religions," "The United States Respects the Right of [Country's] Peoples to Express Their Cultural Identities,"* and (in Moldova) *"[country] government can trust the U.S. government."*

- In contrast, in Peru and Sri Lanka, fewer respondents answered *"I don't know"* on average.

- The exception to these overall trends were answers to the two statements, *"I Have a Good Understanding of American Values and Beliefs"* and *"Americans Have a Good Understanding of [Country's] Values and Beliefs,"* where higher percentages of respondents indicated *"I don't know"* across sampled countries and projects.

Negative Answers (Disagreement)

- In Moldova there were higher percentages of negative answers both before and after being made aware of the AFCP project of many statements in comparison to other countries, potentially indicating greater mistrust or lack of understanding of the United States.

Answer Changes between Statement Iterations

- Survey results indicated an overall trend in respondents changing their answers in a positive direction between statement iterations, but not for all statements and with notable country exceptions. This means that for the second iteration—after learning about U.S. funding for the project—most countries, projects, and survey types averaged higher positive responses, decreases in negative responses, and decreases in *"I don't know"* responses for most statements.

- For three statements—*"[Country] government can trust the U.S. government," "I Have a Good Understanding of American Values and Beliefs,"* and *"Americans Have a Good Understanding of [Country's] Values and Beliefs,"* negative responses increased on average for some survey types across sampled countries. Moldova and Sri Lanka also stood out in that positive responses decreased, and negative responses sometimes increased upon the second iteration, more so than in other countries, even for statements beyond these three.

Figure 3. Trust and Understanding Statements

A. The United States is a Friend of [Country]
B. The United States Has Goodwill Towards [Country]
C. [Country] Government Can Trust the United States Government*
D. The United States Respects [Country's] Cultural Heritage
E. The United States Respects [Country's] Different Ethnic Groups
F. The United States Respects [Country's] Different Religions*
G. The United States Respects the Right of [Country's] Peoples to Express Their Cultural Identities*
H. The United States Respects the Right of [Country's] Peoples to Express Their Religious Beliefs
I. I Have a Good Understanding of American Values and Beliefs*
J. Americans Have a Good Understanding of [Country's] Values and Beliefs*

*Indicates statements with higher percentages of disagreement or *"I don't know"* answers for certain projects.

Public Understanding of U.S. Interest in Cultural Preservation

Meanwhile, in KIIs, respondents cited firsthand accounts with members of the public that primarily illustrated AFCP's effect on a different aspect of mutual understanding. Most prevalently, respondents in all six sampled countries noted hearing members of the public (including Americans) express surprise—mostly pleasant, though in some cases skeptical—that the United States supports cultural heritage preservation in addition to development projects or military assistance, which implies a change in understanding of what the United States does and values. One American respondent explained, *"When I am able to work on an Ambassadors [Fund] grant, I feel so good about where our tax dollars are going, better than arms."*

"With this project it was told to me so many times, 'Why is the U.S. funding this project?' You have to understand the general image of the West as anti-Islam, so AFCP works to open up that debate with us, and that other countries view heritage as universal values."
—Grantee, Egypt

"I speak to friends [about U.S. funding this project], they say 'Oh, that's surprising in this climate and environment,' and it shows you that the U.S. isn't just [the U.S. President], it's a wider, more complex organism—more than what you would think, more than what you see in Hollywood."
—Grantee, South Africa

Numerous examples of surprise and, by proxy, widening public understanding of U.S. project types and value placed on cultural heritage include:

- In Egypt and Moldova, where the United States is a big funder or known in the cultural heritage space, grantee and participant respondents reported members of the public expressed surprise the United States would support a religious site as part of cultural preservation.
- DOS respondents in Cambodia, Peru, South Africa, and the United States reported showing AFCP projects to U.S. congressional visitors who expressed approval and surprise to learn the United States funds cultural preservation.
- Respondents noted instances where American visitors to AFCP projects, American exchange students, or American technical experts who learn about or become involved in AFCP expressed pleasant surprise at learning of AFCP's existence, and stated support for this type of U.S. investment.
- Grantee and DOS respondents reported receiving a sense that American visitors and colleagues care about cultural preservation and the AFCP projects.

- One grantee respondent described how involvement in AFCP spurred family and friends to learn more about U.S. institutions and politics.

Factors for Public Trust and Understanding

Promotion of a Positive Image of the United States

Respondents spoke about myriad ways they expected or thought AFCP influenced public trust and understanding, even if they did not provide concrete evidence. One belief often cited by mainly DOS respondents in various countries was that when people find out about U.S. funding for cultural heritage (and specific communities), it projects a softer and more open image of U.S. diplomacy. DOS respondents in Sri Lanka and South Africa, respectively, commented, *"It's more than trust, it's a partnership,"* and *"the partnership is key because we're not just giving a grant, we're showing a sign of respect to the host country because we care about what they care about."* This sentiment was echoed by participants in Sri Lanka where respondents stated a belief that community members' knowledge of U.S. support to preserve their heritage increased community trust in the United States.

Promotion of U.S. Values

In addition to promoting a positive image of the United States on the cultural front, some respondents also believed AFCP projects promoted American values of fair labor practices, worker safety, investment in training and human resources, concern for people with disabilities (by making AFCP sites more physically accessible), and craftsmanship quality. With regards to the last point, a few respondents in Cambodia, Peru, and Sri Lanka reported the public associates the United States with high standards, and U.S. support increased community trust in AFCP projects and grantees.

EQ 2 CONCLUSIONS

- There were few reported available avenues in which AFCP stakeholders are able to collect evidence of AFCP projects' impact on foreign publics: social media commentary, firsthand comments delivered to respondents, reported instances of observed impacts, and survey data collected by the Evaluation Team. According to these sources, **the sampled AFCP projects and media generated about them appeared to be impacting foreign publics in several positive ways, as well as some negative ways. However, outside of members of the public who are proactive about voicing their opinion through these venues, it is difficult to ascertain more generalized trends regarding to what extent and in what other ways AFCP projects are impacting foreign publics** because the program is not actively measuring intended or unintended impacts, nor systematically documenting and analyzing available public responses.

- **Within the six sampled countries, public awareness of the AFCP projects and U.S. funding for them did not appear to be widespread, which may limit the extent of the program's impacts on foreign publics**. Rather, awareness of AFCP projects tended to be limited to members of the public whose personal or professional interests align with the AFCP project, members of the media, and those who interact with the projects.

- **For members of the public aware of AFCP projects in the six sampled countries, the reported response was generally positive, with few documented cases of negative criticisms**. Publics tended to be surprised at learning about U.S. funding for cultural heritage projects and wanted to know why the United States is supporting them, showed interest and appreciation toward the projects, and looked more favorably upon the USG for funding these types of projects. Publics appeared to value AFCP projects precisely because they preserve cultural aspects important to communities and because of the potential economic impacts of these

projects. Some members of the public, including government entities, also viewed funding for cultural heritage as less political, leading to acceptance of U.S. funding for AFCP projects and the potential for smoother foreign relations.

- From what can be observed for the sampled projects, **media impacts on foreign publics have generally been positive, though the 12 sampled projects and in the six sampled countries varied significantly in the amount and type of media U.S. Embassy/Consulate and grantees generated about AFCP projects, as well as the amount of media attention from external media sources**—a plausible factor for variance in public awareness of AFCP projects. Public responses to media were characterized as appreciative and interested. Media exposure can draw negative as well as positive attention to AFCP projects and grantees, and by extension the United States, but reported negative impacts were few.

- **Sampled AFCP projects appeared to be generating mostly positive impacts and a few known negative economic impacts. The six sampled countries and projects varied in the extent and nature of their economic impact, and impacts primarily occurred at the local level**. AFCP projects showed evidence of positively affecting short-term employment levels, skills development and skill transfer, tourism levels, and local small businesses, although the extent of these impacts is not being widely tracked and is difficult to ascertain with certainty. At the same time, because some AFCP projects closed sites to the public during implementation, they had the potential to negatively impact individuals or communities during this time frame.

- **Sampled AFCP projects appeared to positively impact trust and understanding toward the United States for individuals directly involved in the projects. Though it is harder to determine the impact on the wider public, available data indicated that AFCP projects could positively influence public trust and understanding toward the United States for some members of the public, though the extent and direction of impact varied by country**. Qualitative data pointed to a positive trend regarding the public gaining a new understanding that the United States values and funds cultural heritage projects. Members of the public who interacted with Americans as part of the AFCP projects developed a better understanding of Americans as part of their professional and personal exchanges. Knowing the United States funded an AFCP project did have an effect on survey respondents' answers, mostly in a positive way but sometimes in a negative way for certain countries.

EQ 3 FINDINGS: TO WHAT EXTENT ARE AFCP PROJECTS SUPPORTING FOREIGN POLICY PRIORITIES BY MEETING OR EXCEEDING THE EMBASSY'S STATED GOALS FOR THE PROJECT AS EXPRESSED IN THE APPLICATION?

AFCP Alignment with Foreign Policy and National Policy Goals

According to the desk review and KIIs with DOS personnel in the United States and six sampled countries, AFCP projects seek to contribute to several foreign policy goals. Most often, these include: (1) supporting economic growth, (2) demonstrating commitment to bilateral relationships, and (3) promoting a positive image of the United States. The third goal is common in countries where anti-U.S. rhetoric is prevalent in the government or media (e.g., in Cambodia, South Africa, and Sri Lanka).

Starting in 2016, AFCP cables included a requirement that applications discuss how each of the proposed projects *"relates to Integrated Country Strategy (ICS) goals, existing bilateral agreements, or other U.S. foreign policy objectives."* Previous cables required a similar discussion relating projects to mission goals or embassy objectives rather than the ICS. Applications reviewed by the Evaluation Team

provided varying levels of detail in the "Rationale for U.S. Support for the Project" section of the AFCP application, at times even within the same country. The approach used in this section of the application differed according to the U.S. Embassy/Consulate's "primary point of contact" listed—the person responsible for completion of the Rationale as well as the "Media and Outreach" sections of the proposal. For example, the application for the Coffins project in Egypt specified the embassy's relevant ICS objectives and sub-objectives to which the project would contribute by name and number,[13] whereas the 2018 al-Imam al-Shafi'i Mausoleum application did not cite ICS goals, but rather spoke generally about the importance of the project for sustainable economic growth, supporting regional security, and showing respect for Islamic history—themes that appear in the ICS.[14] These applications listed two different primary points of contact. However, the two project applications in Moldova—both with the same primary point of contact—referenced the embassy's ICS goal of Transforming Common Impressions and Understanding of the United States.[15] Similar to the al-Imam al-Shafi'i Mausoleum project, applications for the other projects in the remaining countries all provided rationales that ostensibly relate to ICS goals without referring to one specific ICS goal by name, despite application instructions to specify the linked goal, bilateral agreement, or policy objective.

"I'm all for tying Public Diplomacy goals to Mission Goals, and there's some value in establishing programs that has goodwill across the board because when you're working in a country that thinks the U.S. government is engaged in something positive for the locals you can navigate that space easier. We don't have a goal about creating goodwill, but that threads into everything that we do, and AFCP does a good job at getting at that." *—DOS, South Africa*

"When it comes to the big picture of foreign policy goals, AFCP projects are showing respect, that's probably the best way to show it." *—DOS, United States*

During interviews, all 24 DOS respondents articulated the foreign policy goals to which AFCP grants were supposed to contribute. However, the stated goals sometimes differed from those included in the applications. For a comparison of these justifications, see **Annex 5**. As noted in **Annex 5**, **Table 16**, not all foreign policies named were necessarily from the embassies' ICS. Instead, some aligned with regional strategies such as the Indo-Pacific strategy for Cambodia and Joint Regional Strategy for Egypt. Other policies referenced in both interviews and applications were Cultural Property Agreements in countries that have such agreements with the United States (e.g., Cambodia, Egypt, and Peru). Indeed, U.S. Embassy/Consulate staff in Peru explained the agreement is the predominant policy to which the grants contribute, and furthermore that *"AFCP is the cornerstone of the relationship through the agreement."*

Although AFCP applications do not request explanations for how grants will contribute toward host countries' own national policies or priorities, respondents provided evidence on how AFCP projects do. As noted in the findings for EQ 2.3 on economic impact, AFCP grants have helped increase the levels of tourism-related revenue in some cases—or at least have the potential for such increases. Government respondents in Cambodia, Moldova, and Peru explained their countries have explicit national policies to attract tourist revenue. For example, government officials referenced Egypt's 2030 Vision and Moldova's 2020 Plan as benefiting from AFCP programming in those countries. Furthermore, Egypt, Moldova, Peru, South Africa, and Sri Lanka (five of the six sample countries) all

[13] AFCP. 2016. *Application 07264—Condition Assessment, Documentation, and Conservation of Wooden Coffins Stored at the Egyptian Museum in Cairo*. Page 8.
[14] AFCP. 2018. *Application 09377—Conservation of the Mausoleum of Al-Iman* [sic.] *Al-Shafi'i – Phase 2*. Pages 8–9.
[15] AFCP. 2016. *Application 07230—Preservation of the Gagauz Language as Part of the World Cultural Heritage*. Page 7 and AFCP. 2017. *Application 08434—Conservation of the 17th-Century Assumption of the Virgin Mary Church in Causeni, phase 2,3*. Page 4.

have more general goals for cultural preservation through their ministries of culture's mandates, not necessarily for the sake of tourism. Goals of economic development and cultural heritage often overlap. As noted by one Cambodian government official, *"If the tourism infrastructure is developed well, the yearly income is increased. The budget for cultural preservation is also increased."* To a lesser extent, local government officials discussed how increased tourism can also overlap with other economic goals like job creation. However, the only specific example of that cited in interviews was South Africa's National Development Plan.

Contribution to Foreign Policy and National Policy Goals By the 12 AFCP Projects

There is little measurable information available regarding the extent to which AFCP projects contribute to foreign policy goals. All but one DOS respondent expressed a belief or hope that such contributions have taken place. As one U.S. Embassy/Consulate respondent in South Africa stated, *"AFCP is one of our most powerful public diplomacy tools to move the needle with our partners and show them that we're not self-absorbed."* DOS respondents in all sample six countries and the United States echoed the sentiment that AFCP is an important element of their public diplomacy approach. Two DOS respondents commented on the high value for money AFCP grants offer given the relatively low dollar value of most grants. *"For a very modest investment, you can have a large [public diplomacy] impact*," said one respondent.

Yet when asked, very few respondents could provide empirical evidence for the examples they provided of AFCP projects having a positive effect on achieving foreign policy goals, which tend to be large in scale and take several years to achieve. Instead, the explained how projects logically contribute to big picture goals, or cited small-scale anecdotes that alluded to change but did not establish a clear linkage between the project and foreign policy goal achievement. Among the examples DOS respondents in sampled countries did provide, the more concrete ones related to the creation of employment, increasing tourist revenue, or demonstrating respect or commitment to partnership with host countries. Still, contribution and attribution was hard to determine. For example, respondents stated that AFCP projects in Egypt contributed to Mission Goal 3: *"Egypt enjoys inclusive economic growth, socio-economic development"*) because of the "increased foot traffic" observed at those sites during site visits. Yet without more solid/recorded evidence of tourist numbers, tourist-related revenues, or other indicators of economic growth, it is difficult to prove if and how much the project is contributing to inclusive economic growth.

An exception to this came up in Sri Lanka, where U.S. Embassy/Consulate staff reported the Indigenous Traditions project contributed to the reconciliation and human rights ICS goal because it brings students of different ethnicities together to work on a common project, which grantee respondents validated. A grantee respondent added that the interaction led to an appreciation of cultural similarities among groups that were long socially isolated because of conflict. Similarly, a participant in Moldova described an experience of how the Gagauz Language project there helped to promote ethnic reconciliation, which is not an explicit USG foreign policy goal in that country: *"Last year I stayed in the hospital for a long time—6 months—and in the hospital I was reading these books, and the Moldovan and Russian ladies said 'it's so great that this book is multilingual, that everyone can read it in their own language.' They asked me about the Gagauz nation, and after discussing with me, reading these books, they changed their perception from negative to positive about the Gagauz nation."*

No DOS respondents—including those in Moldova and Sri Lanka—mentioned systematic monitoring or tracking of foreign diplomacy goal achievements, aside from one reference to the public opinion polling conducted by the Office of Policy, Planning, and Resources in the Office of the Under-Secretary Public Diplomacy and Public Affairs (R/PPR). There is currently no way to quantify the extent of the

AFCP projects impact on any particular Embassy public diplomacy goal. This is a challenge not unique to the AFCP but is common to many public diplomacy programs. It is also difficult to disentangle the impact of one program on public perceptions apart from other public diplomacy projects that may be occurring. In the words of one DOS respondent, *"it's so intangible, it's so hard to measure. How do you measure hearts and minds? I don't think there's any tool to measure that."* Speaking about the R/PPR polling in Cambodia, one DOS respondent noted favorable views of the United States have recently *"dropped to 86 percent, which is still higher than most countries in the world. Now how much AFCP has contributed is impossible to tell."* The evaluation's own rapid survey also found responses about the United States' goodwill toward other countries trended positively in most cases (see **Table 6**) when respondents were told about U.S. funding for AFCP.

DOS respondents offered some explanations for lack of measurable change beyond the absence of systematic tracking. For example, staff discussing AFCP programming in Moldova, South Africa, and Sri Lanka reasoned projects in those countries are not sufficiently visible and thus are not meeting goals of combatting anti-American messaging. One noted *"we do a disservice to ourselves because we don't tell the story well."* Regarding economic development, a few DOS respondents in the six countries suggested it was too early to see the effects from sampled projects, though some noted how other, older projects boosted the economies of those countries or others in which interviewed FSOs had previous experience. Likewise, another DOS respondent observed other goals also take time to realize, *"U.S. foreign policy is more nebulous and [contributions are] difficult to ascertain over a short period of time."*

Contribution of the 12 AFCP Projects to Improved Management of Cultural Heritage

There was evidence the 12 AFCP grants contribute to improving host countries' management of cultural heritage, though this is any of the six sampled countries. According to ECA staff, AFCP strives for technical excellence in conservation and preservation, and to build local capacity in these fields. Evidence of lasting effects on management of cultural heritage ranged in scale from local to national among the 12 sampled grants. For example, interviews with DOS, government, and participant respondents in Peru revealed the Mangomarca project led to increased community ownership and care for the site by surrounding community members, as was the case with the al-Imam al-Shafi'i in Egypt. Government grantee respondents also described how that same grant increased their ability to manage similar grants in the future. This type of capacity building reportedly occurred on other projects managed by local organizations and governments, including Tuol Sleng. As an example from the national level, stakeholders from the shipwreck project described how the AFCP grant helped prompt the declaration of São José as a national heritage site, which will require further investments by the government. AFCP in several instances helped increase the security of sites or objects as described by stakeholders in Egypt and Moldova.

Another way AFCP promoted responsible management of some sites was in helping to protect them from potential damage by increased tourism. Respondents from two of the sampled AFCP projects described this being a feature of their projects. For example, the implementers of the Chankillo project urged a slow tourist development process given the present lack of infrastructure to manage large crowds. Likewise, the implementers of the Phnom Bakheng project helped influence a cap on how many visitors could be on the temple at one time given the popularity of the site for watching the sun set.

Finally, at least four of the sampled AFCP projects leveraged AFCP to obtain further funding by other entities according to respondents, including São José, the Causeni Church, Mangomarca, and Chankillo. Indeed, DOS respondents in Peru talked about using AFCP funding as seed money, given that they

seek to fund different projects in different regions of the country each year. Grantees and participants described how AFCP funding incentivized the host country governments to make their own investment in these sites. In the words of one participant: *"The financing offered through this Ambassadors Fund made us more responsible for the works to be undertaken and made more responsible the authorities. In other words, the public authorities assumed the responsibility of the works outside the church—land improvement. Knowing how the works progress, our authorities already prepared morally to provide financial support next year for land improvement works. As administrators or managers, we made several requests with our national authorities, but the answer was always the same—lack of financing, difficult economic situation, and so on. This ongoing Causeni project made our authorities understand that they have to participate with financing."*

The Evaluation Team also learned from a grantee that the nonsampled Rajagala project also catalyzed additional funding by the Sri Lankan government. However, there were also examples of AFCP leading to additional funding from DOS for other ancillary projects, as was the case for São José and the Liliesleaf Archive in South Africa, as well as Chankillo in Peru.

EQ 3 CONCLUSIONS

- **Sampled AFCP projects were aligned with a variety of foreign policy and national policy goals, though these goals often extended beyond the ones cited in the grant applications**, which are inconsistently specific about which goals they intend to support. Although AFCP programming typically seeks to support the DOS's regional and/or country-specific goals, many of the grants also support host country goals of cultural preservation and development of tourist industries and, by extension, economic development. This is a boon to several of the USG-host country government relationships.

- **Sampled AFCP projects are plausibly contributing to various foreign policy goals, but the actual extent to which grants are meeting or exceeding these goals is largely indeterminable because of a lack of tracking and measurement and the difficulty of separating the impact of an AFCP project on public diplomacy goals from other U.S. government efforts**. Although anecdotal evidence suggests certain grants have been invaluable to cultivating bilateral relations in countries with pro- and anti-U.S. sentiment alike, there is no way to definitively ascertain with the current data whether the grants help to meet or exceed specific foreign policy goals. Nevertheless, there appears to be a general consensus among DOS staff that these projects greatly facilitate relationships with host country governments and could be leveraged for broader public diplomacy objectives.

- In considering how to track whether the AFCP grants help to meet specific foreign policy goals, it is worth noting that the inherently nebulous, collaborative and incremental nature of public diplomacy work complicates the possibility of assessing anything beyond contributions—as opposed to direct attribution. However, intermediate outcomes are likely necessary in order to make headway toward the higher-level foreign policy objective and the AFCP applications should more clearly delineate what these may be and how the project contributes to these. It may also be useful for the application to include shorter-term intended outcomes that can be directly attributable to the project, and which can be more easily measured.

EQ 4 FINDINGS: WHAT HAS THE IMPACT (EITHER POSITIVE OR NEGATIVE) OF AFCP PROJECTS BEEN ON THE EMBASSY'S RELATIONSHIP WITH FOREIGN OFFICIALS?

DOS and government respondents reported neutral to positive results when asked if the 12 sampled AFCP projects affected foreign government officials' perceptions of the United States. Generally, results ranged from "no change" to "positive," though examples of foreign government officials' perception of the United States being positively influenced by AFCP programming did arise in all six sampled countries. Respondents reported that the AFCP projects helped establish or maintain positive working relationships between U.S. Embassy/Consulate staff and foreign government officials at different levels of the host country government, from communities to national governments. These positive working relationships, in turn, led to foreign government officials having a more positive perception of the United States in some instances—according to these respondents. However, as with foreign policy goal achievement, most examples of perception changes were anecdotal. No negative changes in perceptions were described by any respondent.

DOS and government respondents in all six countries revealed that positive working relationships established or maintained by the AFCP projects are primarily concentrated within ministries of culture or other related institutions. *"Our best working relationship is with those that do cultural preservation for the Ministry of Culture, and AFCP is a big part of that,"* said one DOS respondent in Cambodia. Likewise, DOS respondents in Egypt, Moldova, South Africa, and Sri Lanka suggested relationships with foreign government officials cultivated through AFCP were primarily limited to those focused on cultural affairs.

DOS respondents in the United States and the six sampled countries alike described AFCP as a tool to open doors, that is, to gain access to and/or establish working relationships with foreign government officials, especially in places where diplomatic relationships are poor or nonexistent. These respondents noted how AFCP grants facilitate this because they require some level of collaboration or are simply items of mutual interest and benefit. DOS respondents offered specific examples of AFCP projects opening doors in Egypt, India, Laos, Moldova, South Africa, Turkey, and Turkmenistan.

"The [U.S.] ambassador was like, '[the Ambassadors Fund] is my one way into the government, this is the one thing they can engage on!' I met with the Minister of Culture when no one else could meet with the government—not even the Red Cross could meet with the Minister of Health. [The U.S.] Ambassador loves these programs, sees them as a lifeline."
—DOS, United States

"[AFCP] opens doors. To give a concrete example, we had a Laos program restoring a Buddhist temple in the town of Luang Prabang. The temple is a picture every Lao government official has hanging in their office. The former ambassador told me before this restoration that it was hard to get ahold of anyone in the Lao government."
—DOS, United States

As one DOS respondent in Egypt explained: *"Programs like this give us even more avenues of entry to government officials in the industry—ministries of culture, ministries of antiquities. With Egypt and the MOU, we always had good relations but never had much influence. AFCP gave us more avenues of entry to work more closely with them and also in Libya. Could we have done that without AFCP? I don't know."* This quote reinforces the earlier point that AFCP tends to open doors within ministries of culture. During KIIs, U.S.-based DOS respondents provided anecdotes from Laos and Turkmenistan that point to successful leveraging of these projects to improve the wider bilateral relationship. However, those countries were outside the sample and thus not

examined further by the Evaluation Team. Laos and Turkmenistan are more extreme cases of poor diplomatic relationships than any in the sample, and thus the need to open doors in those places were likely more acute.

In addition to forging relationships where there were previously none, interviews with DOS and government respondents described how the AFCP projects helped to maintain existing relationships in the face of political turmoil. The most notable example from the sample was in Cambodia, where both DOS and government respondents reported how collaboration on AFCP projects continues despite the overall deterioration of the relationship between the governments in recent years. Even in this heavily politicized environment, culture remains a safe space as noted by a government respondent, *"Culture is kind of a place for peaceful relations between the two governments even though sometimes in the diplomatic relationship, the temperature rises, but with cultural activities [we] still get along. . . . I cannot see political agenda, but of course there is one. AFCP is working more on conservation of cultural heritage that may not be seen as political pressure."* Another added, *"I signed the AFCP with the U.S. Government because there is nothing political—why should we be afraid of this, as this is cultural preservation?"*

Several DOS respondents in Cambodia and the United States cited AFCP as a critical factor in the successful renewal of the MOU between Cambodia and the United States in 2017, when relations between the countries hit an all-time low. There is a limit to the goodwill, however. DOS respondents highlighted that relationships with mid-level staff in the Cambodian government were particularly strong. One government respondent in Cambodia explained more senior people face higher political stakes and therefore may be less inclined to cooperate with the U.S. Embassy, even on cultural affairs.

Sri Lanka offers another case of continued cooperation on AFCP programming despite the political chaos of the last few years in that country. A DOS respondent stated it was hard to affect the U.S. Embassy's relationships with foreign government officials given the level of turnover among the latter. However, another DOS respondent pointed out relationships with the Department of Archaeology has continued despite the periodic disruptions caused by the ever-changing personnel.

EQ 4 CONCLUSIONS

- **In general, AFCP programming in the six sampled countries has had positive impacts on the relationships between U.S. Embassy/Consulate staff and their national government counterparts, though these impacts varied by country, project, and political climate. Furthermore, the extent of the impact is not known definitively because of a lack of consistent monitoring data**. The perceived apolitical nature of cultural preservation programming is a significant factor that enables the development of key relationships as well. The relationships facilitated by AFCP primarily are limited to government entities that work on cultural issues, though there are cases in which U.S. Embassies/Consulates have leveraged this collaboration with wider parts of the government. AFCP has been critical for strengthening existing relationships in places where the United States and host country governments have good and poor relations alike. Arguably however, some of AFCP's most valuable achievements have included keeping a safe space for engagement in more contentious contexts.

RECOMMENDATIONS

RECOMMENDATIONS FOR AFCP PROGRAM STAFF

- **Throughout the AFCP lifecycle, AFCP should continue to maintain ongoing dialogues between stakeholders in Washington, D.C. (AFCP program staff and Regional Bureaus) and U.S. Embassy/Consulate staff**. The productive working environment and support to date has helped U.S. Embassy/Consulate staff and grantees obtain the information they need for successful AFCP implementation, especially for the provision of expert guidance in AFCP's technical areas.

- **AFCP should develop additional resources that can assist U.S. Embassy/Consulate staff and grantees with common issues encountered throughout the AFCP project administration**. Additional resources can be provided to equip U.S. Embassy/Consulate staff to manage processes more self-sufficiently. Resources may include:

    - Templates (e.g., for project reporting) and written guidance (e.g., how to manage cultural heritage projects for people not familiar with the technical areas, or how to effectively employ AFCP as a public diplomacy tool, etc.).
    - Periodic webinars or presentations (in-person or recorded) to field questions from U.S. Embassy/Consulate staff and posting on a website with frequently asked questions, thereby streamlining responses to many of the recurring questions that arise (e.g., SAM/DUNS registration, budgeting, monitoring, etc.). To address current misunderstandings regarding grant management, a webinar or other material reiterating to GO/GORs and grantees the published policies around budget management and implementation timelines could be helpful.
    - Training on proposal development and financial reporting for grantees.
    - Translation of select AFCP materials into widely used languages (e.g., Spanish, French, and Arabic) to reduce the burden on local organizations and increase their competitiveness.

    All AFCP support materials should be refreshed as needed, and recirculated to U.S. Embassies/Consulates and grantees periodically to remind these stakeholders (and teach incoming staff) of AFCP requirements.

- **AFCP should continue to leverage contextual understanding and institutional know-how of long-term U.S. Embassy/Consulate staff who have worked with AFCP recipients and projects to engage government counterparts as well as large and small prospective applicants**. DOS staff with deep knowledge of AFCP may be interested in contributing to the development of resources for their less knowledgeable counterparts.

- **AFCP should clarify roles and responsibilities around implementation of media and outreach plans, as well as encourage/require contextually appropriate media and outreach plans**. Given evaluation findings that suggest knowing about AFCP and its funding sources does have a generally positive effect on publics, publicizing AFCP projects more through media has the potential to increase AFCP's contribution to public diplomacy and certain foreign policy goals. AFCP should set expectations for tracking any and all media about the grants, as well as engagement with it (e.g., comments, likes, etc.). It is not sensible to have the same plans for all types of projects and locations. For example, in areas where there is anti-U.S. sentiment, putting signs or having media may bring negative attention to the projects. Also, it is not feasible for many

intangible projects to have signs as required by the grants, so grantees should develop and implement alternative branding strategies.

- **AFCP should develop and distribute guidance to U.S. Embassies/Consulates regarding messaging on promoting mutual trust and understanding**. This guidance could include talking points and clips that U.S. Embassies/Consulates can recycle in social media posts or press releases to convey the USG's intention behind AFCP programming.

- **To support AFCP, ECA and the R Family should consider investing in public perception data to better understand potential impacts of programming**. This could entail procuring small-scale public perception and economic impact surveys, or incorporating certain questions into current public polling to get a better idea of impacts in the general public and concrete evidence for stakeholders.

- **AFCP should collect success stories about grants and make them publicly available**. As part of the award closeout requirements, AFCP could develop a simple open-ended questionnaire asking U.S. Embassy/Consulate staff and grantees to provide available evidence for how projects contributed to certain public diplomacy and foreign policy goals of interests. These questionnaires can be molded into success stories that AFCP (and U.S. Embassies/Consulates) can distribute to incoming FSOs, U.S. congress members, the American people, and other interested stakeholders to generate understanding, interest, and buy-in for the program.

- Given the expected workload on U.S. Embassy/Consulate staff, **AFCP should look critically at the AFCP management model**. KIIs revealed that many U.S. Embassies/Consulates face low-staffing levels, which makes it difficult to provide individualized assistance to AFCP applicants or promote AFCP projects in the media. Several recommendations (for AFCP and U.S. Embassies/Consulates) seek to address identified knowledge and program design gaps, but may increase the burden on U.S. Embassies/Consulate staff. Being the face of the United States abroad, it makes sense for U.S. Embassy/Consulate staff to retain the bulk of the AFCP grant management responsibilities, but AFCP can explore ways in which certain responsibilities might be centralized to the CHC, Regional Bureaus, or other DOS offices. This critical examination should be done in a participatory manner (e.g., through webinars or other discussion forums) that allows U.S. Embassy/Consulate staff to inform decision making.

RECOMMENDATIONS FOR U.S. EMBASSIES/CONSULATES

- **U.S. Embassies/Consulates should increase dedicated staff time to supporting AFCP application and administration, where feasible**. Some U.S. Embassies/Consulates already have this, though the Evaluation Team understands that not all do, and that human resources constraints exist throughout the DOS. Even U.S. Embassies/Consulates that do have considerable time dedicated noted they could use more. However, given the findings that successful grants often require significant support from U.S. Embassies/Consulates and that engagement with U.S. Embassy/Consulate staff is a valued element of the project and contributes to public diplomacy goals, trying to find ways within DOS to better resource grant management would be beneficial.

- **U.S. Embassies/Consulates should engage with current and potential partners to discuss proposal development on an ongoing basis, and meet with grantees once projects are awarded to discuss expectations and USG requirements**. The window for proposal development is reportedly quite short and challenging to manage, especially for

inexperienced organizations, which by extension creates a crunch on U.S. Embassy/Consulate staff. Some already have a practice of cultivating partnerships and developing content for proposals even before the cable is published, which alleviates this pressure. Meeting grantees upon award and clarifying expectations can also pre-empt issues grantees face, especially with respect to contractual and budgetary requirements.

- **U.S. Embassies/Consulates should encourage academic and host country governments to apply for longer grants**. There is a common misconception AFCP grants are supposed to be for one year, which is rarely enough time for these highly bureaucratic institutions to complete their work. Having a more realistic time frame can alleviate some of the U.S. Embassies/Consulates' own bureaucratic burdens of processing no-cost extensions.

- In order to increase project and U.S. visibility, **U.S. Embassies/Consulates should codify roles and responsibilities around implementing the media plan, and post more updates about projects on their websites and social media pages**. U.S. Embassies/Consulates should work with grantees to develop media strategies that clearly articulate how grantees and posts will contribute and sustain media or other public engagements throughout project implementation (if appropriate for the context—it would also be beneficial for posts to conduct a rapid risk assessment along with grantees upon award to determine if media exposure has the potential for any negative security impacts), ensuring both parties have a role in this regard. Facebook posts appear to be particularly strong tools to raise awareness about AFCP and encourage positive engagement with local publics. However, Facebook, social media posts, and other media can be enhanced by clearly including messages that clarify the United States' intention behind the funding, whether it is promoting general goodwill or a certain ICS goal.

- **U.S. Embassies/Consulates should leverage AFCP projects for other, non-AFCP public diplomacy efforts**. Certain U.S. Embassies/Consulates have made it a point to use AFCP sites to hold events, host school groups, bring dignitaries, and so on, thereby increasing the visibility of the projects. Others have created linkages between AFCP projects and other exchange and cultural heritage programs, amplifying the impact of each. Embassies should replicate these strategies to expand the reach of the investments where feasible.

- **U.S. Embassy/Consulate staff should consider working with grantees to systematically track economic benefits of grants if understanding these outcomes is a priority**. Although economic development is not necessarily a goal of AFCP the potential economic development outcomes increase its public diplomacy value in many countries. Where this is true, U.S. Embassy/Consulate staff should work with grantees to systematically monitor and document relevant data they can later leverage in meetings, media, or other outreach.

- **U.S. Embassies/Consulates should complement AFCP programming with other funds when possible, especially given limitations on AFCP budgets**. Certain AFCP projects had to cut out from their AFCP-funded activities community engagement elements or other aspects of conservation work on the same project because of a lack of AFCP funding. Several grantees and U.S. Embassy/Consulate staff worked around these limitations—and amplified AFCP results or exposure—by funding ancillary projects through post funds or finding synergies with other ECA programs like the English Language Fellows program.

- **U.S. Embassies/Consulates should work with grantees to develop a few success stories from each AFCP grant**. AFCP and U.S. Embassies/Consulates can distribute these success

stories to local media, foreign government officials, and other interested stakeholders to generate further interest and buy-in for the programming as well as larger diplomatic relations.

RECOMMENDATIONS INTO ACTION: PHASE II STUDY

Given the evaluation's limitations and inability to fully answer all evaluation questions, ECA's Evaluation Division has contracted SI to conduct a phase II study to gather information from a broader swath of projects and help ECA put in place a strengthened monitoring system for the AFCP program. Phase II will consist of two parts. In the first part, SI will conduct a 'Pilot Survey.' This one-time survey will collect retrospective data from a larger number of Posts than was feasible during the evaluation's fieldwork period. In the second part, SI will develop an Ongoing Project Monitoring Survey, This survey will be used to routinely collect information to feed into key program indicators and capture project successes in an organized format on an annual basis. SI will use the findings of this evaluation of 12 sample projects to guide the development of Phase II and the selection of survey questions. The Pilot Survey will be completed by the second quarter of 2020; followed by the Ongoing Project Monitoring Survey in the third quarter.

ANNEX 1: EVALUATION DESIGN AND METHODOLOGY

EVALUATION OVERVIEW

The Evaluation Team used a mixed-methods evaluation design consisting of a **document review**, **key informant interviews (KIIs)** with both individuals and small groups, **direct observation (DO)**, and **rapid surveys**.

Following a document review, the Evaluation Team conducted data collection in six countries with AFCP projects: Cambodia, Egypt, Moldova, Peru, South Africa, and Sri Lanka. During the course of the evaluation, the Evaluation Team split into two sub-teams of two evaluators per team, with each sub-team covering three countries. Additionally, a member of the DOS/ECA Evaluation Division accompanied one sub-team for fieldwork in Cambodia. Each sub-team included a sub-team leader responsible for sharing logistical and technical updates between the sub-teams, and debrief on preliminary findings. Sub-teams worked closely with local CRCs managed by SI's subcontractor, Forcier Consulting. The CRCs conducted the rapid surveys during and after the Evaluation Team's arrival, and provided logistical coordination and data collection support to the Evaluation Team throughout fieldwork.

Table 10. Fieldwork Schedule

	Feb. 4	Feb. 11	Feb. 18	Feb. 25	Mar. 4	Mar. 11	Mar. 18	Mar. 25
Peru	Sub-team 1: Feb. 5-Feb. 13							
Egypt			Sub-team 2: Feb. 21-Mar. 3					
Cambodia				Sub-team 1: Feb. 22-Mar. 4				
Sri Lanka						Sub-team 1: Mar. 15-23		
Moldova						Sub-team 2: Mar. 15-23		
South Africa							Sub-team 2: Mar. 24-31	

The sub-teams spent approximately seven to ten working days in each country, including an in-country in-brief and planning with CRCs and DOS stakeholders, implementing KIIs and DO, and conducting preliminary analysis and team meetings (see Table 10 for the fieldwork schedule). To ensure smooth coordination and management across all data collection methods and parties, each sub-team conducted fieldwork in one country first, then returned to the United States to meet with the other sub-team to assess the evaluation process. In consultation with DOS, the Evaluation Team made necessary adjustments to protocols and the evaluation design before completing data collection in the remaining four countries. At the conclusion of fieldwork, the Evaluation Team completed data coding and analyses.

See Annex 2 for more information on how data collection methods contributed to each evaluation question, and Annex 8 for a full list of the data collection protocols.

SAMPLING

COUNTRY AND PROJECT SITE SAMPLING

Upon receipt of a DOS list of AFCP priority countries on October 25, 2018, the Evaluation Team purposively selected first the countries and secondly the projects within each country to be evaluated. The DOS list of priority countries included grants from program years 2015-2018. The ET determined that grants distributed in 2018 were not adequately evaluable as they were too new to garner information related to impact or other EQs. As a result, the ET included grants in the sample that were ongoing in 2018, but not those that were begun in 2018.

The Evaluation Team accounted for ECA's priority countries and preferences and used the following criteria to guide its country and project selection, reflecting the diversity of public experiences and exposure to a range of AFCP project types:

- One country represented per region
- A mix of large and small grants
- A mix of cultural heritage categories[16]
- A mix of closed and ongoing grants
- A mix of documentation, conservation, and preservation efforts
- Two projects per country

As a final criterion, the Evaluation Team considered the logistical feasibility associated with accessing sites, data sources, and other critical information to credibly evaluate the project. Table 11 depicts the sampled countries and projects, as well as the abbreviated name by which this report refers to the projects. See Annex 3 for more information regarding the sampled projects.

[16] AFCP supports projects in three broad categories of cultural heritage: 1) historical structures and archaeological sites; 2) cultural objects and collections (such as ethnographic objects, manuscripts, art and culture, and inventories); and 3) intangible heritage and forms of traditional cultural expression (such as dance, music, drama, language, and crafts)

Table 11. Sampled Countries and Projects

Country	Project Name	Abbreviated Name	Project Completion Year
Cambodia	Conservation of the 10th-Century Temple of Phnom Bakheng, Phase 5	Phnom Bakheng	2019
	Conservation of 20th-Century Ethnographic Objects at Tuol Sleng Genocide Museum	Tuol Sleng	2018
Egypt	Conservation of Ancient Wooden Coffins at the Egyptian Museum in Cairo	Coffins	2020
	Conservation of the Early 13th-Century al-Imam al-Shafi'i Mausoleum in Historic Cairo	al-Imam al-Shafi'i Mausoleum	2019
Moldova	Conservation of the 17th-Century Church of the Assumption in Causeni, Phases 2-3	Causeni Church	2018
	Preservation of the Endangered Gagauz Language and Cultural Traditions in Moldova	Gagauz Language	2017
Peru	Conservation of 4th-Century BC Astronomical Horizon Markers at Chankillo Archaeological Site	Chankillo	2018
	Preservation of the Ancient Pyramid of the Pre-Columbian Ichma Culture (900-1470 AD) at the Mangomarca Archaeological Site in Lima	Mangomarca	2019
South Africa	Conservation of Objects Recovered from the 18th-Century São José Slave Shipwreck in Cape Town	São José	2019
	Conservation of the 20th-Century Liliesleaf Archive Collection in Johannesburg	Liliesleaf Archive	2017
Sri Lanka	Conservation of the Collections of the Archaeological Site Museum of Anuradhapura	Anuradhapura	2018
	Preservation of Endangered Indigenous Music and Dance Traditions of Sri Lanka	Indigenous Traditions	2019

DATA COLLECTION METHODS AND SOURCES

DOCUMENT REVIEW

The Evaluation Team reviewed documents and records related to the sampled AFCP projects. These documents included background on the AFCP history, purpose, and process; AFCP project proposals, work plans, and report. The Evaluation Team used these documents to inform the evaluation design, project sampling, and conduct the media analysis. The Evaluation Team worked with interpreters to translate documents as needed. For a list of reviewed documents, please see Annex 5.

KEY INFORMANT INTERVIEWS

The Evaluation Team developed separate interview protocols for the five respondent types listed in Table 12 below. Protocols covered topical areas such as the AFCP administration process, public diplomacy, and foreign policy. To maximize efficiency, the Evaluation Team conducted KIIs either on an individual basis or in small groups of two to four individuals from the same respondent type. The Evaluation Team worked with interpreters in instances where respondents' primary language was not English. Simultaneous or consecutive interpretation was used as needed. Data from KIIs were used to answer all EQs.

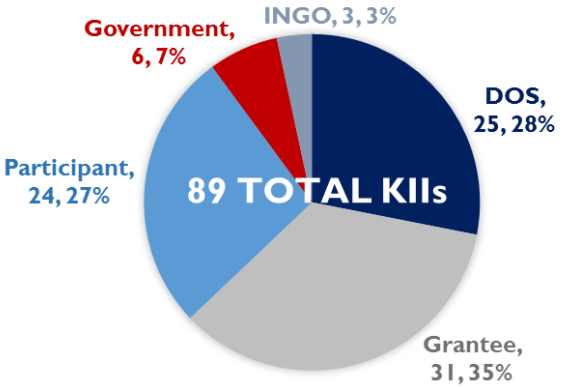
Table 12. Explanation of KII Respondent Types

KII Respondent Type	Includes
DOS	Program staff from AFCP and CHC, Regional Bureaus, and U.S. Embassies/Consulates.
Grantee (government and other)	AFCP grant recipients who had an active role in grant administration. Grantees could be part of a governmental organization or a non-governmental organization.
Participant	Individuals who were associated with an AFCP grant recipient organization but separate from a grantee as they did not play an administrative role (e.g. community members, skilled or unskilled laborers, technicians, and volunteers)
Government	Government officials (i.e. representatives from ministries of culture or tourism) from AFCP host countries who were not grantees.
International Non-Governmental Organizations (INGOs)	Representatives from international cultural heritage organizations.

KII Sampling

Key informants were identified through a purposive sampling approach. The Evaluation Team worked with ECA and AFCP grantees to identify key informants within each organization as well as relevant government officials and other stakeholders. The Evaluation Team utilized snowball sampling, a technique in which interviewees may suggest potential additional individuals to interview, which

Figure 4. Distribution of Total KIIs by Respondent Type (#, %)



allowed the Evaluation Team to access additional data sources and help mitigate selection bias associated with purposive sampling.

The Evaluation Team reached a total of 89 KIIs including 134 key informants (67 female, 67 male).[17] Figure 4 illustrates the distribution of KIIs by respondent type, and Table 13 below provides distributions of KII respondents for each country.

Table 13. Distribution of KII Respondents by Country and Stakeholder Type

Respondent Type		Cambodia	Egypt	Moldova	Peru	South Africa	Sri Lanka	U.S.	TOTAL
DOS		3	2	4	4	8	2	14	37
Grantee	Government	1	0	0	6	0	2	0	9
	Other	4	8	3	6	10	8	1	40
Participant		5	9	7	9	5	1	0	36
Government		2	0	1	0	1	3	0	7
INGO		2	1	2	0	0	0	0	5
TOTAL		17	20	17	25	24	16	15	134

DIRECT OBSERVATION

The Evaluation Team conducted DO of each AFCP project site—for a total of 12 observations—to verify project status in accordance with its implementation stage and work plan. They also used these visits to capture descriptive data about the site environment, which included observations of signage, visitors, and staff. The Evaluation Team used a semi-structured observation protocol to take notes and supplemented those with photographs. Findings from the DO contributed to EQ 2.

RAPID SURVEYS

To help answer EQ 2 related to public perceptions of AFCP project impact, CRCs conducted rapid surveys tailored to two specific categories of the public at or near AFCP sites: (1) AFCP project visitors and neighborhood residents (combined), and (2) local businesses.

To allow for quantification of results, the surveys included a series of closed-ended questions about respondents' experiences with the project (e.g. familiarity with the project, how it is affecting them personally, the extent to which they feel it is benefiting or will benefit their community, if/how their perception of the United States has changed as a result of the project, etc.). For local businesses, the survey queried to what degree owners or staff feel their business have changed since the project was completed (or began). SI's interpreters translated the surveys into the relevant local languages.

[17] In its evaluation design the Evaluation Team anticipated completing 95 KIIs across the six sampled countries and in the United States. During fieldwork the Evaluation Team did not identify as many relevant foreign Government respondents as expected, which accounts for the difference in anticipated versus actual KIIs completed.

Under supervision of the Team Leader (TL), Forcier worked closely with the CRCs to pre-test survey instruments before fieldwork, distributed survey questionnaires electronically to the CRCs for use on their mobile devices, managed data storage, and cleaned the dataset for analysis.

Based on discussions with U.S. Embassy and Consulate staff, ministries of culture, and ECA, surveys were not conducted for both projects in Egypt or for the Indigenous Traditions project in Sri Lanka due to political dynamics or other sensitive reasons. For similar reasons the evaluation refrained from asking politically sensitive questions of Cambodian nationals at the Tuol Sleng Museum in Cambodia. The evaluation did not implement the business survey for the Liliesleaf Archive project in South Africa due to the lack of businesses in the immediate area.

Rapid Survey Sampling

AFCP project visitors/neighborhood residents and local businesses were identified through a combination of random and convenience sampling. CRCs used simple random selection techniques (e.g. every third person or household) to select visitors entering or leaving the AFCP project locations (if the site was publicly accessible), neighborhood residents living in close proximity to the site (if it was not publicly accessible), and local businesses within close range of the AFCP project. For low volume sites where random sampling was not possible, CRC conveniently sampled any visitor, resident, or business that was available. For sites with a high volume of visitors, and depending on the cultural context, the CRCs employed a gender quota system as part of the sampling approach to capture both male and female perspectives.

A total of 553 surveys (435 Visitors/Residents, 118 Local Businesses) were completed across the six sampled countries and projects. Figure 5 and Table 14 below, as well as Annex 7A provide more details about survey respondent demographics.

Figure 5. Distribution of Completed Surveys by Country and Survey Type

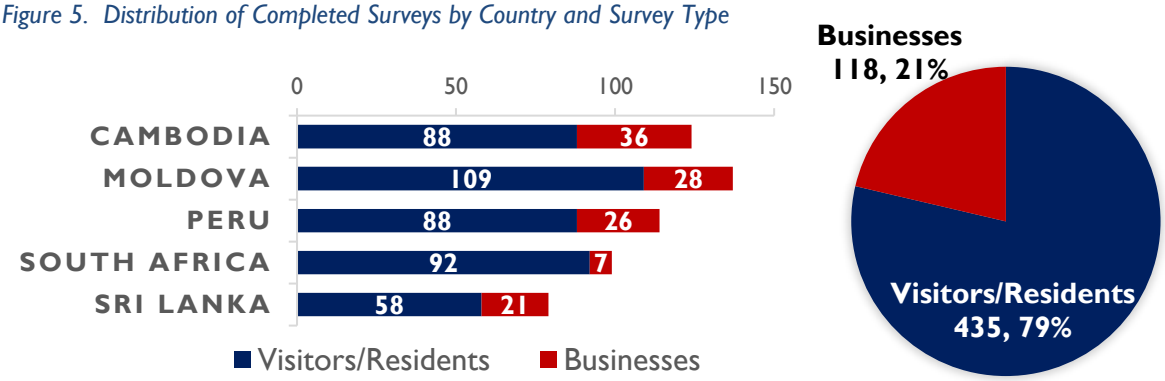
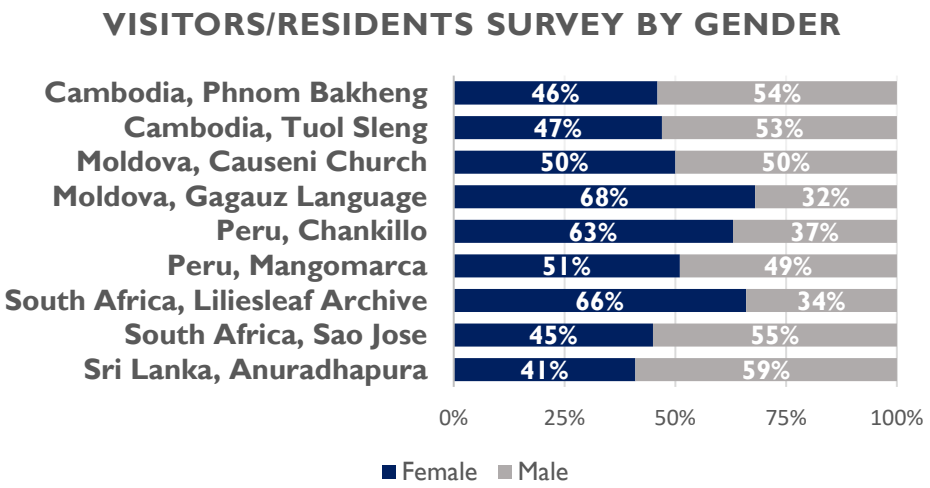


Table 14. Distribution of Completed Surveys by Country, Project, and Survey Type

		Survey Type			
Country	**Project**	**# Visitors/Residents**	**# Businesses**	**Subtotal**	**Total**
Cambodia	Phnom Bakheng	54	21	75	**124**
	Tuol Sleng	34	15	49	
Egypt	Coffins	N/A	N/A	N/A	**N/A**
	al-Imam al-Shafi'i Mausoleum	N/A	N/A	N/A	
Moldova	Causeni Church	50	12	62	**137**
	Gagauz	59	16	75	
Peru	Mangomarca	61	21	82	**114**
	Chankillo	27	5	32	
South Africa	Liliesleaf	32	N/A	32	**99**
	São José	60	7	67	

Sri Lanka	Anuradhapura	58	21	79	**79**
	Indigenous Traditions	N/A	N/A	N/A	
Total		**435**	**118**	**553**	**553**

Figure 6. Distribution of Visitors/Residents Survey Respondents by Project, Gender, and Age



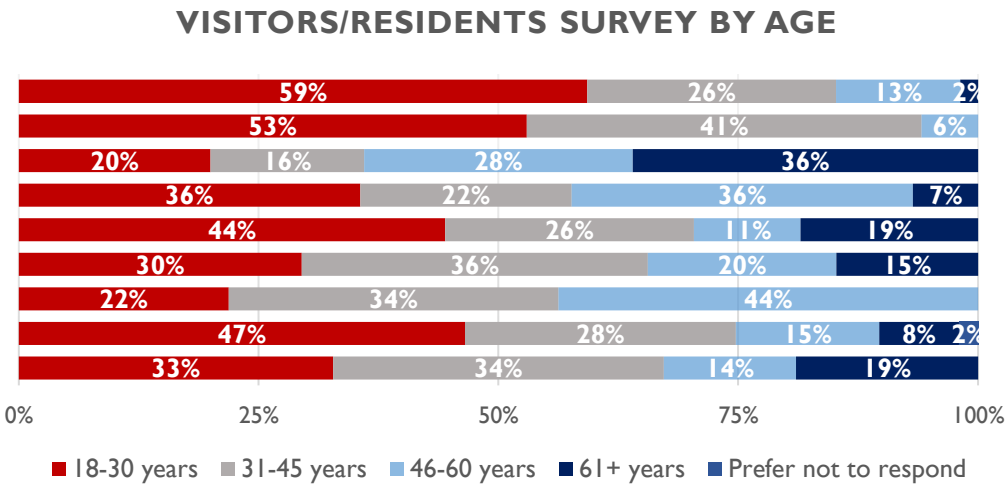
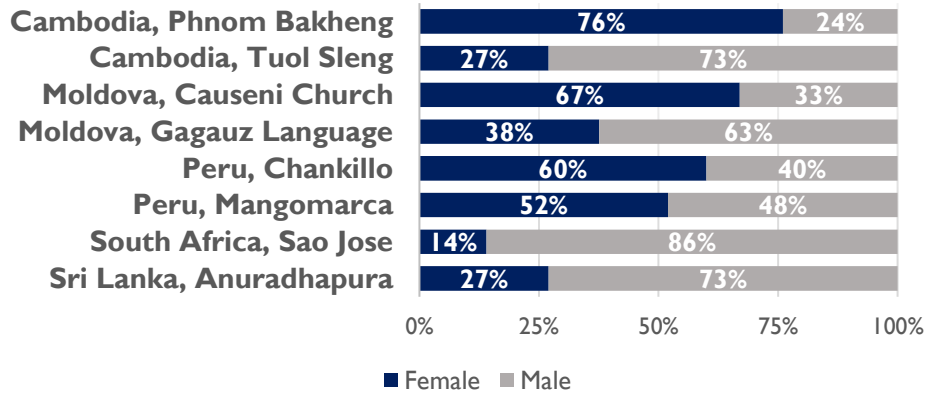


Figure 7. Distribution of Local Businesses Survey Respondents by Project, Gender, and Age



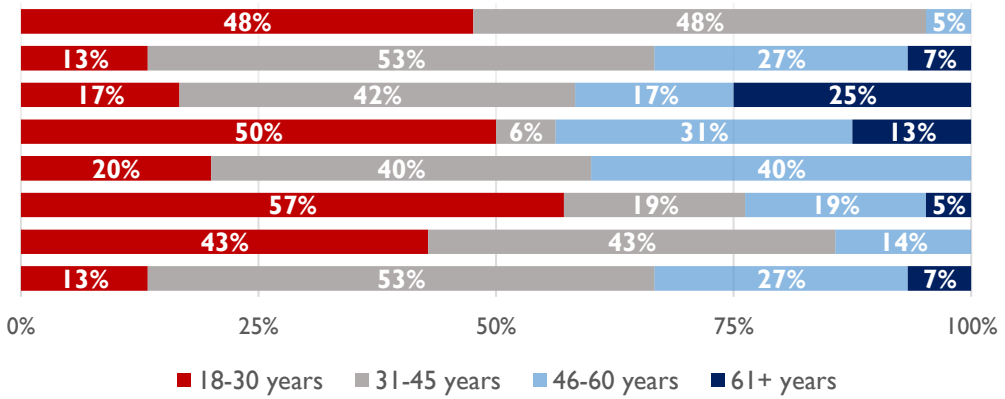


Figure 8. Distribution of Visitors/Residents Survey Respondents by Respondent Type

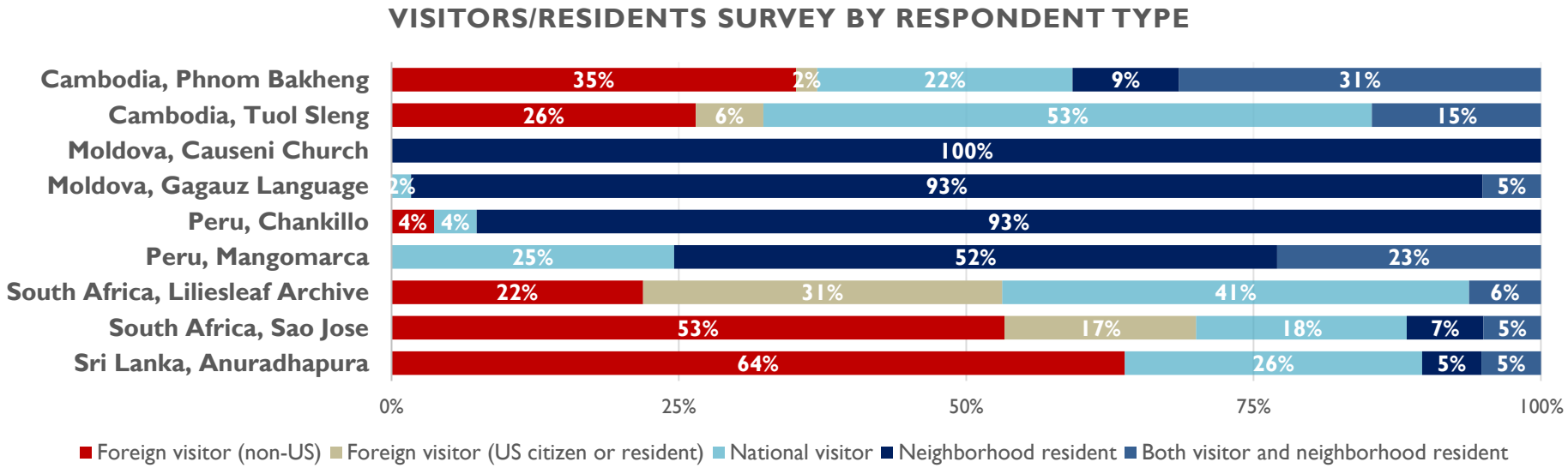
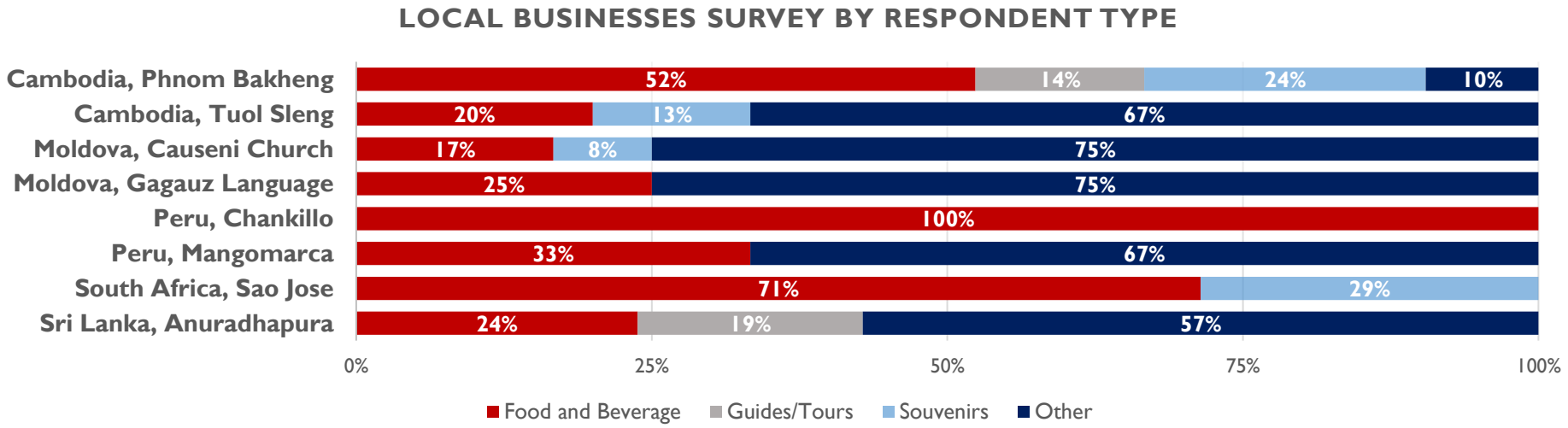


Figure 9. Distribution of Local Businesses Survey Respondents by Respondent Type



ETHICAL CONSIDERATIONS

The Evaluation Team collected respondents' verbal informed consent prior to proceeding with KIIs and surveys. KIIs were conducted in private locations to provide privacy during the interview process and were limited in duration so that they did not cause undue time burdens on interviewees. The Evaluation Team ensured data confidentiality in that only the Evaluation Team was privy to respondent data and personal identifying information (PII). Raw data and PII were stored on SI's SharePoint, a password protected and secure data management platform. The Evaluation Team's report only includes aggregate data, with quotes attributed to a respondent category rather than an individual.

DATA ANALYSIS TECHNIQUES

The Evaluation Team analyzed data through an iterative process during and after fieldwork. All data was stored on SI's secure, online SharePoint platform. Before leaving each country, each sub-team: 1) held internal working sessions to discuss emerging findings, and 2) held a call to update the other sub-team on respective country findings. The Evaluation Team employed data triangulation—an analysis strategy in which qualitative and quantitative data are first analyzed independently, then in parallel. Findings from each data set was then be used to inform and explain findings across data types for each EQ.

The Evaluation Team recorded preliminary findings and conclusions in a Findings, Conclusions, and Recommendations (FCR) matrix as a part of SI's Evaluation Quality, Use, and Impact (EQUI®) quality assurance (QA) system. The FCR matrix helped categorize findings, conclusions, and recommendations by EQ, and ensured that the Evaluation Team considered all data sources when developing a systematic and thorough response to each EQ, and thus provided a rigorous basis to develop the draft evaluation report.

QUALITATIVE DATA (DOCUMENT REVIEW, KII, DO)

Qualitative data included secondary source data from the document review (including social and traditional media content), as well as primary source data from KIIs and DOs. During fieldwork, each sub-team cleaned and saved all KII and DO notes to SI's SharePoint within 48 hours. The TL and headquarters (HQ) team performed weekly, randomized spot checks to ensure note quality.

Data analysis involved coding and categorizing themes, contextual factors, and patterns. The Evaluation Team used content and thematic analysis to identify response themes and frequencies across data sources. Prior to fieldwork, the Evaluation Team developed a preliminary codebook based on anticipated answers to the EQs and adapted the codebook during data collection as new themes emerged (e.g. unanticipated results and outcomes). Once adjusted, the Evaluation Team used the finalized codebook to code qualitative data using Dedoose software.

MEDIA ANALYTICS

To help answer EQ 2, the Evaluation Team conducted a media content analysis of AFCP-related local media as a sub-set of its content analysis. ECA and AFCP provided these media, including links to newspapers, periodicals, and radio/television stations. The Evaluation Team saved the media content as text, photo, video, or audio files and conducted a content analysis of the links to analyze what was being said, through which channel(s), to whom, and with what intended effect.

To a limited extent, the Evaluation Team used commercially available social media scanning software, such as Sprout Social and Brand 24, to understand the reach of the available social media platforms

for the projects though did not have the back-end permissions from each site to be able to access a more robust dataset.

QUANTITATIVE DATA

The CRCs collected rapid survey data on smartphones and then uploaded it to Forcier Consulting's central database and cleaned it before submitting it to the Evaluation Team for analysis and storage. Forcier Consulting's Research Manager monitored the CRCs' uploaded survey data daily for any inconsistencies. The Evaluation Team analyzed the cleaned survey data using Excel, analyzed for descriptive statistics, and triangulated the findings with those from other data sources. Survey results were disaggregated by gender, age, and respondent type.

LIMITATIONS AND BIASES

PERSONAL BIASES

Responses to many of the evaluation questions rely on qualitative data, some of which are subject to potential biases on the part of respondents or evaluators. For samples that were not randomly selected, there is potential for selection bias on the part of the Evaluation Team, or for respondents to have self-selected by making themselves available for interviews. Persons with stronger vested interests in the evaluation results – either negatively or positively – may have spent more time with the interviewers or presented themselves in a certain way (desirability bias). Furthermore, there may be a potential for interpretation bias, where an individual's opinion, judgement or skepticism may confound findings. The Evaluation Team mitigated these potential biases by triangulating data sources, ensuring that any one piece of biased data does not skew the analysis. All deliverables, including the FCR matrix, were also reviewed by the SI Project Director who is external to the Evaluation Team.

SURVEY PERMISSIONS AND RESPONDENT AVAILABILITY

The scope of the rapid survey data collection was limited by the extent to which survey permissions were granted to the Evaluation Team, as well as the availability of local businesses or visitors. As previously noted, the evaluation team decided in conjunction with DOS stakeholders to refrain from implementing surveys or asking certain survey questions in Cambodia, Egypt, South Africa, and Sri Lanka.

AVAILABILITY OF MEDIA CONTENT

The quality and depth of media content analysis depended on the quantity and availability of traditional and social media associated with AFCP projects. The amount of documentation requiring translation into English also limited the amount of media the Evaluation Team could review within budget and time constraints. To mitigate this potential limitation, the Evaluation Team worked with ECA and AFCP grantees in advance of fieldwork to understand the availability of media and strategize how best to translate and analyze it. As the Evaluation Team does not own social media feeds and sources (i.e. Facebook and Twitter accounts and news sites), the team was also unable to fully analyze the reach and depth of engagement on these platforms.

GENERALIZABILITY

Sample sizes for each respondent type and for each data method – both qualitative and quantitative – are relatively small. Evaluation results may therefore be indicative of those who participated in the evaluation but are not meant to be statistically representative. Furthermore, this study examines only 12 of the 1,033 AFCP projects that have been supported since the inception of the AFCP, and these projects are in only six of the 133 countries that have hosted AFCP projects. AFCP countries and project differ based on their disparate geographic and cultural contexts. **Because the political situation and country context differs significantly and because sample sizes are small, the findings of this study and its survey responses should not be assumed to represent all AFCP projects.**

ANNEX 2: EVALUATION DESIGN MATRIX

EVALUATION QUESTION	DATA COLLECTION METHODS AND DATA SOURCES	ANALYSIS METHODS
1. What have been the strengths and challenges of AFCP administration? **a. What challenges, if any, did ECA, the U.S. Embassy, and/or consulate staff face in administering the AFCP program?** **b. What challenges, if any, have AFCP recipients faced throughout the application process?**	**Document review:** • AFCP project proposals • AFCP project work plans • AFCP project reports (including performance monitoring data, if any) **KIIs:** • ECA staff (AFCP staff, others as relevant) • U.S. Embassy/Consulate staff • AFCP grantee staff	• Content and thematic analyses of qualitative data • Gender and social analysis, as applicable
2. **What are the impacts – intended/unintended, positive/negative –of AFCP projects on foreign publics?** **a. What is the public response to AFCP projects?** **b. What is the media impact?** **c. What is the economic impact of AFCP projects?** **d. To what extent are AFCP projects developing mutual understanding and deepening trust between foreign publics and the United States? Why or why not?**	**Document review:** • AFCP project proposals • AFCP project work plans • AFCP project reports (including performance monitoring data, if any) • U.S. foreign policy reports • UNESCO reports • Project attendance records • Local tourism records • Promotional materials • Social (Facebook, Twitter, YouTube, website, etc.) and traditional (radio, tv, newspaper, photographs) multimedia documentation of AFCP project **KIIs:** • ECA staff (AFCP staff, others as relevant) • U.S. Embassy/Consulate staff • AFCP grantee staff • AFCP project participants (as applicable) • Cultural/tourism officials • National/local government officials • UNESCO country representatives **Direct Observation:** • AFCP project visitors • AFCP project staff **Rapid Survey** • AFCP project visitors and neighborhood residents • Local businesses	• Content and thematic analyses of qualitative data • Gender and social analysis, as applicable • Social media analytics • Basic statistical analysis of survey data
4. To what extent are AFCP projects supporting foreign policy	**Document review:** • AFCP project proposals • AFCP project work plans	• Content and thematic

	priorities through meeting or exceeding the embassy's stated goals for the project as expressed in the application? Why or why not?	• AFCP project reports (including performance monitoring data, if any) • U.S. foreign policy reports • UNESCO reports • Project attendance records • Local tourism records • Promotional materials • Social (Facebook, Twitter, YouTube, website, etc.) and traditional (radio, tv, newspaper, photographs) multimedia documentation of AFCP project **KIIs:** • ECA staff (AFCP staff, others as relevant) • U.S. Embassy/Consulate staff • AFCP grantee staff • AFCP Project participants (as applicable)	analyses of qualitative data • Gender and social analysis, as applicable • Social media analytics
5.	**What has the impact been on the Embassy's relationship with foreign officials as a result of AFCP projects?**	**Document review:** • AFCP project work plans • AFCP project reports (including performance monitoring data, if any) • U.S. foreign policy reports **KIIs:** • ECA staff (AFCP staff, others as relevant) • U.S. Embassy/Consulate staff • Cultural/tourism officials • National/local government officials	• Content and thematic analyses of qualitative data • Gender and social analysis, as applicable

ANNEX 3: SELECTED COUNTRIES AND PROJECTS FOR EVALUATION[18]

Country	Title	Abbreviated Name	Institution	Obligated	Expires	Grant size	Category
Cambodia	Conservation of the 10th-Century Temple of Phnom Bakheng, Phase 5	Phnom Bakheng	World Monuments Fund	2017	2019	Large	Cultural Sites
Cambodia	Conservation of 20th-Century Ethnographic Objects at Tuol Sleng Genocide Museum	Tuol Sleng	Tuol Sleng Genocide Museum	2017	2018	Small	Cultural Objects and Collections
Egypt	Conservation of Ancient Wooden Coffins at the Egyptian Museum in Cairo	Coffins	American Research Center in Egypt (ARCE)	2016	2020	Small	Cultural Objects and Collections
Egypt	Conservation of the Early 13th-Century al-Imam al-Shafi'i Mausoleum in Historic Cairo	al-Imam al-Shafi'i Mausoleum	Megawra Built Environment Consultancy	2015	2019	Large	Cultural Sites
Moldova	Conservation of the 17th-Century Church of the Assumption in Causeni, Phases 2-3	Causeni Church	Archaeological Research Center of Moldova	2017	2018	Large	Cultural Sites
Moldova	Preservation of the Endangered Gagauz Language and Cultural Traditions in Moldova	Gagauz Language	Gagauzluk	2016	2017	Small	Traditional Cultural Expression
Peru	Conservation of 4th-Century BC Astronomical Horizon Markers at Chankillo Archaeological Site	Chankillo	World Monuments Fund	2016	2018	Small	Cultural Sites
Peru	Preservation of the Ancient Pyramid of the Pre-Columbian Ichma Culture (900-1470 AD) at the Mangomarca Archaeological Site in Lima	Mangomarca	Ministry of Culture of Peru	2017	2019	Small	Cultural Sites
South Africa	Conservation of Objects Recovered from the 18th-Century São José Slave Shipwreck in Cape Town	Sao Jose	Iziko Museums	2016	2019[19]	Large	Cultural Objects and Collections
South Africa	Conservation of the 20th-Century Liliesleaf Archive Collection in Johannesburg	Liliesleaf	Liliesleaf Trust	2016	2017	Small	Cultural Objects and Collections

[18] The Evaluation Team refers to projects by their abbreviated names throughout the evaluation report.

[19] Based on documents received for the initial desk review, the Evaluation Team understood that the São José project in South Africa and the Coffins project in Egypt were to end in 2018, and included these two projects in the sample based on their expected end dates. During data collection, the Evaluation Team learned that both projects received no-cost extensions.

Country	Title	Abbreviated Name	Institution	Obligated	Expires	Grant size	Category
Sri Lanka	Conservation of the Collections of the Archaeological Site Museum of Anuradhapura	Anuradhapura	Department of Archaeology	2015	2018	Small	Cultural Objects and Collections
Sri Lanka	Preservation of Endangered Indigenous Music and Dance Traditions of Sri Lanka	Sri Lanka Indigenous Traditions	University of Peradeniya	2016	2019	Small	Traditional Cultural Expression

ANNEX 4: LIST OF KEY INFORMANT INTERVIEW RESPONDENTS

Respondent Number	Respondent Country	Respondent Gender	Respondent Type
1	Cambodia	Male	DOS
2	Cambodia	Female	DOS
3	Cambodia	Female	DOS
4	Cambodia	Male	Foreign Govt. Official
5	Cambodia	Male	Foreign Govt. Official
6	Cambodia	Male	Grantee
7	Cambodia	Female	Grantee
8	Cambodia	Female	Grantee
9	Cambodia	Male	Grantee (Govt.)
10	Cambodia	Female	Participant
11	Cambodia	Female	Participant
12	Cambodia	Male	Participant
13	Cambodia	Male	Participant
14	Cambodia	Male	Participant
15	Cambodia	Male	UNESCO
16	Cambodia	Male	UNESCO
17	Cambodia	Female	Grantee
18	Egypt	Female	DOS
19	Egypt	Female	DOS
20	Egypt	Female	Grantee
21	Egypt	Female	Grantee
22	Egypt	Female	Grantee
23	Egypt	Female	Grantee
24	Egypt	Male	Grantee
25	Egypt	Female	Grantee
26	Egypt	Female	Grantee
27	Egypt	Female	Grantee
28	Egypt	Male	Participant
29	Egypt	Male	Participant
30	Egypt	Male	Participant
31	Egypt	Male	Participant
32	Egypt	Male	Participant
33	Egypt	Female	Participant
34	Egypt	Female	Participant
35	Egypt	Male	Participant
36	Egypt	Male	Participant
37	Egypt	Female	UNESCO
38	Moldova	Male	DOS
39	Moldova	Male	DOS
40	Moldova	Male	DOS
41	Moldova	Male	DOS
42	Moldova	Male	Foreign Govt. Official

Respondent Number	Respondent Country	Respondent Gender	Respondent Type
43	Moldova	Male	Grantee
44	Moldova	Male	Grantee
45	Moldova	Male	Grantee
46	Moldova	Male	INGO
47	Moldova	Female	INGO
48	Moldova	Female	Participant
49	Moldova	Male	Participant
50	Moldova	Female	Participant
51	Moldova	Male	Participant
52	Moldova	Female	Participant
53	Moldova	Female	Participant
54	Moldova	Female	Participant
55	Peru	Female	DOS
56	Peru	Female	DOS
57	Peru	Female	DOS
58	Peru	Female	DOS
59	Peru	Male	Grantee
60	Peru	Female	Grantee
61	Peru	Female	Grantee
62	Peru	Male	Grantee
63	Peru	Female	Grantee
64	Peru	Female	Grantee
65	Peru	Male	Grantee (Govt.)
66	Peru	Female	Grantee (Govt.)
67	Peru	Male	Grantee (Govt.)
68	Peru	Female	Grantee (Govt.)
69	Peru	Male	Grantee (Govt.)
70	Peru	Female	Grantee (Govt.)
71	Peru	Male	Participant
72	Peru	Female	Participant
73	Peru	Female	Participant
74	Peru	Female	Participant
75	Peru	Female	Participant
76	Peru	Female	Participant
77	Peru	Male	Participant
78	Peru	Female	Participant
79	Peru	Male	Participant
80	South Africa	Female	DOS
81	South Africa	Female	DOS
82	South Africa	Female	DOS
83	South Africa	Male	DOS
84	South Africa	Female	DOS
85	South Africa	Male	DOS
86	South Africa	Female	DOS
87	South Africa	Female	DOS
88	South Africa	Female	Foreign Govt. Official

Respondent Number	Respondent Country	Respondent Gender	Respondent Type
89	South Africa	Female	Grantee
90	South Africa	Female	Grantee
91	South Africa	Male	Grantee
92	South Africa	Male	Grantee
93	South Africa	Male	Grantee
94	South Africa	Female	Grantee
95	South Africa	Female	Grantee
96	South Africa	Female	Grantee
97	South Africa	Female	Grantee
98	South Africa	Male	Grantee
99	South Africa	Male	Participant
100	South Africa	Male	Participant
101	South Africa	Male	Participant
102	South Africa	Male	Participant
103	South Africa	Male	Participant
104	Sri Lanka	Female	DOS
105	Sri Lanka	Female	DOS
106	Sri Lanka	Male	Foreign Govt. Official
107	Sri Lanka	Male	Foreign Govt. Official
108	Sri Lanka	Female	Foreign Govt. Official
109	Sri Lanka	Male	Grantee
110	Sri Lanka	Male	Grantee
111	Sri Lanka	Male	Grantee
112	Sri Lanka	Male	Grantee
113	Sri Lanka	Male	Grantee
114	Sri Lanka	Male	Grantee
115	Sri Lanka	Male	Grantee
116	Sri Lanka	Female	Grantee
117	Sri Lanka	Male	Grantee (Govt.)
118	Sri Lanka	Female	Grantee (Govt.)
119	Sri Lanka	Male	Participant
120	U.S.	Male	DOS
121	U.S.	Male	DOS
122	U.S.	Male	DOS
123	U.S.	Male	DOS
124	U.S.	Male	DOS
125	U.S.	Female	DOS
126	U.S.	Male	DOS
127	U.S.	Female	DOS
128	U.S.	Female	DOS
129	U.S.	Female	DOS
130	U.S.	Female	DOS
131	U.S.	Male	DOS
132	U.S.	Female	DOS
133	U.S.	Male	DOS
134	U.S.	Female	Grantee

ANNEX 5: BIBLIOGRAPHY

The documents reviewed by the ET included, but are not limited to: background on the AFCP history, purpose, and process; AFCP project proposals, work plans, and reports; project site attendance records or local tourism records; promotional materials such as tourism brochures, photographs, or other multimedia from site libraries; newspaper articles and other traditional media; online and social media presence such as websites, blogs, Twitter or Facebook feeds, and YouTube videos; U.S. foreign policy reports; and external reports related to cultural heritage from the host government, the United Nations Educational, Scientific and Cultural Organization (UNESCO), and other NGOs. As new documents were received on a rolling basis from ECA and AFCP grantees, the ET mined them for information relevant to each EQ.

Program Documents for Fiscal Year (FY) 2014 through FY 2019 Programs

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Media Review

A list of all project-related media reviewed by the Evaluation Team has been submitted as a separate attachment to this report and can be made available upon request to Social Impact, Inc. or ECA (ECAevaluation@state.gov).

Foreign Policy Review

On next page.

Table 15. Comparison of Foreign Policy Articulations Across Evaluated Countries and Projects

Country	Project	Policy Cited or Inferred	Rationale Stated in Application	Priorities Mentioned in KIIs
Cambodia	Phnom Bakheng	MOU on Cultural Property	The Phnom Bakheng project supports the 2003 Memorandum of Understanding on Cultural Property between the United States and Cambodia (renewed in 2008 and 2013), which provides the foundation for bilateral cooperation on cultural heritage preservation. It is also a public relations boon for the Embassy and the U.S. government, serving as an example of cooperation between our governments and highlighting the positive contributions of U.S. NGOs. The project is conducive to social media outreach, and U.S. Embassy Facebook posts featuring the project have reached hundreds of thousands of followers.	Promoting understanding of American values, promoting economic development, Indo-Pacific strategy, good governance
	Tuol Sleng	ICS Goal 3 re: Economic Development and Goal 4 re: Pro-U.S. Messaging (inferred from ICS)	This project is critical for the U.S. Embassy in order to show respect to the victims of the Khmer Rouge, and it is urgently needed in order to preserve these personal artifacts that are at quickly becoming at risk of disappearing forever. The Tuol Sleng Museum is also an important tourist destination, and bolstering the museum's exhibits would help to retain the steady flow of tourists to the site.	
Egypt	Coffins	ICS Goal 3 re: Economic Development and Goal 4 re: Pro-U.S. Messaging (inferred from ICS)	Supporting this project aligns with Embassy ICS goal 2 to support Egypt's economic recovery, including through its tourism sector (Objective 2.3), and of a trained, professional workforce (2,4). The participation of three American experts reinforces robust people-to-people exchange and dialogue. Our support will also reassure the Egyptian public that the United States is a broadly-engaged, reliable partner of Egypt (Goal 5, Objective 1).	Democratization, economic development, security, MOU, commitment to partnership, diversity/inclusion
	al-Imam al-Shafi'i Mausoleum	ICS Goal 2 re: Economic Development and Goal 3 re: Security (inferred)	The development of the site will also act as a catalyst for tourist promotion and the community activities will valorize policies of inclusion and citizen empowerment where heritage is concerned. This is in direct support of supporting shared and sustainable economic growth and job creation…This proposal supports one of our prime post objectives enhancing regional security and supporting a compressive Middle East peace.	

Country	Project	Policy Cited or Inferred	Rationale Stated in Application	Priorities Mentioned in KIIs
Moldova	Causeni Church	ICS Goal 3: re Pro-U.S. Messaging	By implementing this project, the U.S. will go a long way to meeting Embassy Chisinau's objective of Transforming Common Impressions and Understanding of the United States in Moldova by showing the U.S. support for Moldovan heritage…The successful completion of the Assumption of the Virgin Mary church preservation project would be an excellent step forward in engaging the Moldovan public, exposing American ideas and values of nurturing cultural identity as a map for the past and a key for the future.	Pro-U.S. messaging, economic development, diversity/inclusion
	Gagauz Language	ICS Goal 3: re Pro-U.S. Messaging	By implementing this project, the U.S. would fulfill Embassy Chisinau's key objective of Transforming Common Impressions and Understanding of the United States by showing that the U.S. cares about minority rights, even those areas where the United States is not popular.	
Peru	Chankillo	MOU on Cultural Patrimony protection	Chankillo is a magnificent cultural site that supports Embassy conservation efforts under the MOU on Cultural Patrimony protection, signed between the governments of Peru and the United States in 1997 and up for renewal in 2017; but also, Embassy's interest in STEM and environmental programs, given it in the earliest known astronomical observatory in the Americas. Following a COP20 (UN Climate Change Conference) year in 2014, there is much interest in Peru to study and research environmental scientific projects.	Economic development, security, pro-U.S. messaging, MOU, diversity/inclusion
	Mangomarca	MOU on Cultural Patrimony protection	Most importantly, this program would strongly support the Embassy's conservation efforts under the MOU on Cultural Patrimony protection, signed between the governments of Peru and the U.S. in 1997 and renewed until June 2017. Article II, section C of the MOU states that "Both Governments will continue to use their best efforts to encourage academic institutions, non-governmental institutions, and other organizations to collaborate in the preservation and protection of Peruvian cultural patrimony through the provision of technical assistance, expertise, and resources." The Ambassadors Fund for Cultural Preservation is an important tool under this agreement and this year would contribute to the celebration of	

Country	Project	Policy Cited or Inferred	Rationale Stated in Application	Priorities Mentioned in KIIs
			twenty years of continuous and successful work in the preservation of Peruvian patrimony.	
South Africa	São José	N/A	Not included in application (as provided to ET)	Pro-U.S. messaging, education, economic development, dignity, human rights, diversity/inclusion
	Liliesleaf Archive	ICS Goal 1 re: democracy and economic growth (inferred)	Supporting Liliesleaf in the conservation and preservation of historic materials advances the U.S. Mission of promoting economic ideals, institutions and human rights practices in South Africa.	
Sri Lanka	Anuradhapura	ICS Goal 1 re: Reconciliation (inferred)	With a goal of supporting reconciliation and promoting the U.S. message and image, we have made a concerted effort to reach out to the majority Sinhalese Buddhist population to counter the perception held by some parts of that society that the USG gives preferential treatment to the minority populations. This project is of interest because it continues a long-standing partnership with the Archeological Department to preserve artifacts in the Anuradhapura Museum, which is located in the heart of the Buddhist capital of Sri Lanka. By supporting this project, we demonstrate continuity in our bilateral relationship to the new administration and continue to build a positive relationship with the cultural preservation community, gaining opportunities to reach people who revere the history of the island and appreciate our work as a result.	Reconciliation/human rights, economic development, women's empowerment, diversity/inclusion
	Indigenous Traditions	ICS Goal 1 re: Reconciliation (inferred)	We have made a concerted effort to reach out to the majority Sinhalese Buddhist population to counter the belief that USG gives preferential treatment to minority populations…A collective documentation/preservation project of these traditions strengthens the message of reconciliation. By preserving intangible culture cherished by the Sinhalese Buddhist, Tamil Hindu and Indigenous population, this project can open the hearts and minds of Sri Lankans to U.S. values. By supporting the Sri Lankan government's work in these areas, we emphasize the importance of reconciliation and relationship building among the various communities in Sri Lanka.	

ANNEX 6: STATEMENT OF WORK

Statement of Work

Evaluation of a sample of projects of the United States Ambassadors Fund for Cultural Preservation

Under Functional Area 3: Diplomacy, Media and Cultural Affairs Programs of BP/F's Performance Management and Evaluation Services IDIQ, The Evaluation Division in the Office of Policy and Evaluation in the Bureau of Educational and Cultural Affairs (ECA), in the U.S. Department of State (DOS), seeks evaluation services for an independent evaluation of ECA's United States Ambassadors Fund for Cultural Preservation (AFCP).

1. BACKGROUND AND CURRENT STATUS OF THE EFFORT

Established at the request of the 106th Congress of the United States (Public Law 106-553) and administered by the Cultural Heritage Center in ECA at the U.S. Department of State, the AFCP supports the conservation of sites, objects, and forms of traditional cultural expression in less developed countries around the world. The U.S. Congress stated that "Cultural preservation offers an opportunity to show a different American face to other countries, one that is non-commercial, non-political, and nonmilitary. By taking a leading role in efforts to preserve cultural heritage, we show our respect for other cultures by protecting their traditions."

Since 2001, the fund has awarded $74 million for nearly 1,000 projects in 130 countries and the West Bank.

How It Works

Each fall, ECA's Cultural Heritage Center invites U.S. Ambassadors serving in eligible countries to submit proposals on behalf of museums, ministries of culture, NGOs, and other qualified entities for projects to preserve cultural heritage. The Center coordinates the review of proposals and recommends projects for funding (each spring).

What AFCP Supports

The Ambassadors Fund supports projects to preserve a wide range of cultural heritage, including:

- Historic buildings and archaeological sites
- Cultural objects, such as archaeological and ethnographic objects, paintings, and manuscripts
- Indigenous languages and other forms of traditional cultural expression

Funding for Large-Scale Projects

Since 2008, the Ambassadors Fund has also supported a limited number of large-scale projects to
preserve significant cultural sites and major museum collections. Grants in the large-scale category
typically fall in the $200,000 to $1 million range.

2. PURPOSE OF THE EVALUATION

The purpose of this evaluation is to examine the degree to which AFCP is meeting its stated goals and its impact on advancing DOS strategic policy priorities. More specifically, the evaluation will offer analyses of (1) how AFCP-funded projects are impacting foreign publics, (2) how the projects are helping advance U.S. diplomatic objectives in-country, and (3) how the program's overall effectiveness can be improved. The evaluation will provide evidence to inform programmatic decision-making by ECA management, who will be the primary user.

This evaluation will also assist the DOS, the Office of Management and Budget (OMB), the U.S. Congress, and others in formulating the best evidence-based decisions regarding future program planning and design, budget, and policy issues.

This evaluation will examine multiple (approximately 15) AFCP projects (see Annex) to better understand the efficiency of the solicitation, application, and selection process; as well as the impact on both foreign publics and the U.S. Embassy. The AFCP projects being evaluated will be in varying stages of implementation (some that will be newly awarded and just starting; some at their mid-point; some wrapping up just as the evaluation gets started; and some that have already been completed). As ECA would like to understand the program more holistically, we believe that conducting an evaluation that examines the processes and outcomes at varying times in the project lifecycle will shed light on the bigger picture. While individual projects are the unit of analysis of this evaluation, it is important that findings, recommendations, and conclusions be developed and delivered at the program-level.

3. EVALUATION QUESTIONS

The evaluation should answer the following overarching questions:

Process Improvement (Application Stage)

1. How can ECA improve the administration of AFCP?
    a. How has administration of AFCP evolved since its inception in 2001?
    b. What challenges have AFCP recipients faced throughout the application process? What aspects were not challenging?
    c. What administrative challenges did the U.S. Embassy and consulate staff face:
        i. in selecting the applicants to submit for the application process?
        ii. in submitting applications?
        iii. What aspects were not challenging?
    d. What challenges, if any, did ECA face in administering the AFCP program?

Impact on Communities

2. To what extent do AFCP projects impact foreign publics?
    a. What is the public response to AFCP projects?
    b. What is the media (both traditional and social) impact?
    c. What is the economic impact of AFCP projects?

Supporting Foreign Policy and Public Diplomacy Goals

1. As a result of these projects, what has the impact (either positive or negative) been on the Embassy and its relationship with foreign officials and publics?
2. Have there been any unexpected outcomes or consequences (positive or negative) as a result of the AFCP project?
3. To what extent are AFCP projects developing mutual understanding and deepening trust between peoples (specifically between foreign publics impacted by recipient projects and the United States)?
4. To what extent are AFCP projects supporting foreign policy priorities through meeting or exceeding the embassy's stated goals for the project as expressed in the application?
5. If AFCP projects are not meeting their intended goals (both stated embassy goals and foreign policy/public diplomacy goals), why aren't they?

4. EVALUATION DESIGN AND DATA COLLECTION METHODS

The Evaluation Division places a high value on evaluation design and products that:

1. Integrate rigorous analysis of both qualitative and quantitative data;

2. Engage with a wide variety of stakeholders;
3. Help refine existing program models and components; and
4. Produce examples of program impact.

Below are suggested methods for data collection that may be appropriate for this evaluation. This should not be considered a final or complete list. It is expected that the contractor's proposal and eventual final evaluation plan will carefully consider the appropriateness of all potential methodologies against their ability to both answer the evaluation questions and meet the requirements outlined within this SOW.

Potential data collection methodologies:

- Document and records review
- Content analysis of local media coverage
- Content analysis of social media (both of relevant Embassy and any other accounts as deemed relevant by the Evaluation team)
- Surveys (web based or in-person)
- In-depth, semi-structured and structured interviews (remote and/or in-person)
- Focus groups (remote and/or in-person)
- Direct observation

Key stakeholders that may be considered relevant during data collection include the following:

- Local government officials
- Cultural or tourism officials
- Community members
- Visitors
- Museum officials
- Embassy and/or consulate staff
- Project staff

Data collection should include overseas fieldwork, and the contractor should plan to travel in-person for all required fieldwork (see Section 7.7 below for additional details) with the assistance of local contractors/sub-contractors.

In developing the final evaluation plan, the Evaluation Division will work closely with the contractor to determine the best methodologies and approaches required to meet the needs of this evaluation.

5. EVALUATION TEAM

The offeror should propose a team with a combination of qualifications as outlined in this SOW to provide the best possible product. Requested skills of key and non-key personnel are outlined below.

5.1 Key Personnel

Key personnel will include:

Evaluation Team Leader (1)

This person (can be senior- or mid-level) should have served as a team leader in the past (preferably with a USG agency and ideally with cultural exchange programs), be comfortable with collecting and analyzing qualitative and quantitative data and has research design expertise.

Evaluation Team (multiple)

The team may also consist of mid-level evaluation consultant(s). Combined, these individuals should have experience working with international exchange program evaluations, ability to analyze quantitative data, strong qualitative (with a preference for experience with virtual data collection) analytical capabilities, and experience with media content analysis.

The evaluation team will be expected to be available for the entire period of performance. **The Evaluation Division must approve any key personnel change in writing**.

5.2 Non-Key Personnel

The team may also wish to include Junior-level Research Assistants to properly support the key personnel. These Research Assistants should consist of individuals with experience working with mixed methods (qualitative and quantitative), large data sets, have strong data visualization know-how, and demonstrate strong analytical skills. It is expected that, for this evaluation, some level of support staff will be required. It is expected that either a Program Manager or Administrative Support person support this evaluation. This person will assist in copy editing the report, designing and developing infographics, and support in the overall management of the evaluation. Alternatively, if these roles can be filled by the evaluation personnel above for added cost savings, the ECA Bureau would find that acceptable (and preferable).

5.3 Use of Locals/Sub-Contractors

If utilized, the contractor should include documentation of institutional capacity and staff experience for the potential sub-contractors and local consultants listed.

The ECA Evaluation Division strongly encourages the use of local consultants or local subcontractors, as they can offer budgetary advantages during the implementation of the evaluation. In-country partners enable the evaluation team to locate past participants and can facilitate the interaction between the evaluation team and study participants. To the extent possible, the offeror's proposal should include information pertaining to potential sub-contractors in the illustrative countries listed in the annex.

5.4 ECA Evaluation Division Staff Travel

ECA Evaluation staff members may travel with the team to assist with the evaluation and facilitate interactions with representatives of the USG, implementing organizations, and other key personnel. The cost of this individual will be borne by ECA.

6. PERIOD OF PEROFRMNACE

Period of performance: October 1, 2018 through July 21, 2019

7. WORK REQUIREMENTS – TASKS & DELIVERABLES

Below is a detailed summary of all tasks and deliverables required under this contract:

	Description
7.1	**Regular Communication with the Evaluation Division** Provide status meeting notes that summarize discussions, decisions and result in actionable items. Upon award, the Evaluation Division and the contractor shall communicate with the Evaluation Division on a regular basis (i.e. weekly, bi-weekly, monthly as deemed necessary). **Monthly Reports**: This regular communication also includes Monthly Progress Reports – which are to include status of on-going and completed tasks, brief summaries of significant meetings or briefings held during the month reported on, next steps to be undertaken by the contractor, and any pending actions to be taken by the Evaluation Division. Monthly reports should also highlight any delays or expected delays based on the timeline (i.e. when a benchmark or deliverable was not met) as well as remedies or significant challenges which impede the timeline. The monthly report is expected to only be1-2 pages.
7.2	**Kick-off Meeting** Meet with ECA to discuss the mechanics of the evaluation before data collection begins. *The Evaluation Division will provide direction in terms of meeting with other offices or outside agencies and grantees.*
7.3	**Program Document Review** Upon award, the contractor will begin preliminary research and review of the AFCP and the Evaluation Division website to review previously evaluated work to gain a better understanding of the program, and begin developing the evaluation plan. The ECA Evaluation Division will also assist the contractor with the identification and collection of program documents.
7.4	**Evaluation Plan** The contractor will work in close collaboration with the ECA Evaluation Division to develop a final evaluation plan that includes the following elements: 1. Data collection methods 2. Quality Assurance Plan (which should consist of: participant contact information management plan, plan for data collection instruments, translation plan, survey administration plan, and a quantitative and qualitative analysis plan) 3. Planned analysis techniques 4. Timeline **NOTE:** The Evaluation Division must approve any changes in the evaluation plan.
7.5	**Data Collection Instrument(s) Development and Administration** **Development:** The contractor will draft and submit data collection instruments (e.g. survey questionnaires) to the Evaluation Division for approval. *The contractor will revise all draft data collection instruments (e.g. survey questionnaires) in collaboration with the Evaluation Division. All instruments must be approved by the Evaluation Division prior to finalization and use.* In some cases, the Program Office and U.S. Embassy may want to review and approve data collection strategies and/or instruments. **Data Map:** The contractor will be required to submit a data map of the data collection questions (items on survey questionnaire) to the research questions. **Scripts**: In addition, the contractor will draft and submit the initial introductory contact/cover letters/emails/scripts as well as any follow-up or reminder correspondence language related to all data collection instruments.

	Pre-Test: The contractor will conduct a pre-test(s) of data collection instrument(s). *Any subsequent revisions must be reviewed and approved by the Evaluation Division.* **Administration:** In regard to quantitative data collection (survey administration), the contractor will provide the Evaluation Division with a survey administration plan with details on strategies to regularly monitor survey response rates and methods to increase response rates. Methods to reach survey respondents may include but are not limited to reminder e-mails, domain adjustments, phone calls, etc. Survey response rates of 35% or less are deemed inadequate and contractors will be required to demonstrate attempts to maximize response rates. Second, the contractor will be required to perform diagnostics to ensure adequate survey coverage of key groups is represented in the study population. The contractor will work closely with the Evaluation Division to determine key groups and the Evaluation Division will sign off (approve) on the threshold of representation of the agreed to key groups. **Reporting:** Upon completion of the use of each data collection instrument (survey questionnaire, for example), or completion of the evaluation project, the contractor must report on the use of survey instruments. The contractor will be required to report the following information: • The actual number of surveys distributed and/or the actual number of people interviewed or participating in focus groups (respondents). • The actual number of surveys/interview requests returned/undeliverable/declined, etc. • The percentage of total number of responses that were collected electronically (e.g. via email or web-based instruments). • The total average time (in minutes) it took all respondents to complete the survey or instrument. All raw data from each data collection instrument must be submitted to the Evaluation Division upon completion of the project.
7.6	**Identify Key Stakeholders** The contractor will be fully responsible for identifying, finding, securing contact information for key stakeholders central to this evaluation. The Cultural Heritage Center and the institutions overseeing funded projects will be able to assist in this process. Methods to reach key stakeholders may include but are not limited to e-mails, postal mailings, phone calls, scanning of social media sites, address directory searches, etc. The contractor should provide a short description of the evaluation process to share with key stakeholders. A complete list of key stakeholders with contact information must be provided as a deliverable to the Evaluation Division at the completion of the evaluation. This contact inventory should outline differences in contact information by group (project staff, government official, etc.) and demographics (gender, country, etc.).
7.7	**Overseas Fieldwork** See Section 9.4 for translation requirements related to any instruments used for key stakeholders. The contractor will be expected to conduct fieldwork in six (6) countries in which ACFP projects are in varying stages of implementation. Selected countries should represent each region and have multiple projects at varying stages of implementation that can be included in fieldwork (equating to approximately 12-15 projects total). ECA has tentatively selected the projects and countries to be included in the evaluation, although this is subject to change (as FY18 grants, which will start in October 2018 and are to be part of the evaluation, have not yet been awarded). Thus, ECA is open to discussing with the contractor their ideas at the kick-off meeting and through the Document Review/Evaluation Plan

	development stages of the evaluation, alternative selections. The following criteria was/should be considered in selecting projects: • Regional distribution • Phase of implementation • Type of project (documentation vs. conservation vs. preservation) • Number of projects in a country • Funding Amount (large vs. small dollar values) The projects tentatively selected by ECA can be found in the Annex. Again, all project selections are subject to change, contingent on security conditions, other events, or State Department interests that require selection of new or different project. The Evaluation Division can amend fieldwork selections at any point during the evaluation, and the contractor should remain flexible at all times. Once study projects are finalized, the Evaluation Division will work with Posts in selected countries to facilitate field work initiation as needed. The contractor will take full responsibility for fieldwork implementation (i.e. preparation for fieldwork and data collection logistics) as deemed appropriate by the Evaluation Division. Six-day workweeks are authorized for this portion of the evaluation. **NOTE:** It is the expectation that not all key informants outside of the U.S. will speak English well enough to complete a survey or participate in an interview, etc. Therefore, the contractor should expect to have data collection instruments translated into any relevant languages (**only as necessary**) and submitted to the Evaluation Division. See section 9.4 for additional instructions.
7.8	**Evaluation Report Outline** Prior to drafting the Evaluation Report, the contractor will be required to first submit a detailed draft report outline for approval by the Evaluation Division.
7.9	**Initial Draft of Final Evaluation Report** As part of the report review process, the contractor should expect to produce multiple drafts of the Evaluation Report, and adequate time shall be incorporated into the project schedule. Below is an outline of the expected review/approval process: 1. Evaluation Division review (allow one week for review) 2. AFCP Program Office and ECA/P manger review (allow two weeks for review) 3. ECA senior management (DAS level) final approval (allow two weeks for review) The contractor must remain flexible should more or less time be required to gain the appropriate approvals.
7.10	**Final Briefing** After approval of the draft version of the Evaluation Report, the contractor will be expected to present a briefing (most likely format will be 45-60 minutes of presentation; 30-45 minutes of questions) of the report findings to key stakeholders identified by the Evaluation Division. Stakeholders may include members of the Office of Policy and Evaluation, Program Offices in ECA, staff from other Offices in the U.S. Department of State, ECA senior leadership, or staff from implementing organizations. **NOTE:** Prior to the briefing, the contractor will be required to submit the PowerPoint presentation and any associated materials to the Evaluation Division for review and approval. Briefing materials should be a stand-alone presentation (i.e. with appropriate slide notes/script) which can be used by the Evaluation Division after the completion of the Evaluation.
7.11	**Evaluation Final Report**

	The Final Evaluation Report should include a review of the evaluation and AFCP, an Executive Summary that includes key findings, and a detailed analysis of the data collected, as well as any recommendations and/or lessons learned for the program. As per DOS evaluation guidelines, the final report should be between 25-35 pages (not including appendices). Detailed information on analysis, data, or research instruments can be placed in appendices. DOS officials are usually not conversant with academic jargon and technical expressions; therefore, if they are used, they should be explained in the text. The report should be organized around evaluation questions. For each major evaluation question, the report should have a separate section presenting findings and conclusions. Language in the Final Report should be clear and easily understandable by a lay audience. The Evaluation Report should follow the U.S. Government Printing Office Style Manual (www.gpo.gov). Electronic copies in Microsoft Word and PDF of these documents will be submitted in an e-mail to the Evaluation Division prior to the conclusion of the contract. A single file must include the executive summary and the full report, with any relevant appendices (plus a cover sheet) in a separate file. Additionally, the contractor will be expected to deliver ten (10) colored, bound hardcopies.
7.12	**Evaluation Summary** Upon completion of an approved final Evaluation Report the contractor will be expected to develop an evaluation summary. The evaluation summary should be brief, not more than two pages. The summary should include the following: • Title of the evaluation • Date the report was submitted • Purpose of the evaluation and questions addressed • Methodology • Key Findings • Recommendations/Lessons learned Contractor should review the African Women's Entrepreneurship Program and Gilman evaluations on the Evaluation Division website https://eca.state.gov/impact/evaluation-eca/evaluation-initiative/completed-evaluations Electronic copies in Microsoft Word and PDF of the approved final evaluation summary will be submitted by e-mail to the Evaluation Division prior to the conclusion of the contract.
7.13	**Infographic Brochure Report** After the Final Evaluation Report has been submitted and approved, the contractor will be expected to meet with the Evaluation Division, and possibly other ECA stakeholders (e.g., the Program Office) to determine which specific data points from the Final Report will be shared with which audiences and for what purpose. These data sets will be included in a brief infographic style report. Unless otherwise specified, this should be a one-page document for use in promoting the results of the evaluation. The data points used in this infographic will be used solely at the discretion of ECA. The infographic report provided by the contractor should reflect these discussions, and should be visually appealing and accessible by a variety of different audiences. This Report should utilize minimal text and conveying the data through infographics. Contractor should review similar documents prepared for the African Women Entrepreneurship and Fulbright Foreign Student programs: https://eca.state.gov/impact/evaluation-eca/evaluation-initiative/completed-evaluations

	Additional design guidance will be provided as necessary. Electronic copies of the approved final infographic will be submitted by e-mail to the Evaluation Division prior to the conclusion of the contract in multiple file types (i.e. PDF, Illustrator). The file delivered must consist of a high-quality infographic report in PDF format with high-resolution images that are 300 dpi (dot per inch). Additionally, the contractor will be expected to deliver fifty (50) glossy, full color hard copies.

8. EXPECTATIONS AND PERFORMANCE

8.1 In accordance with performance-based results, the contractor will be held accountable for cost, schedule and performance results.

8.2 The contractor shall be responsive to Department of State needs throughout the project, and demonstrate ability to provide and present information according to the Department's requirements.

9. SUPPORTING INFORMATION

9.1 Evaluation Division Support Staff

An evaluation manager will be named prior to the start of the evaluation.

9.2 Security

This project does not entail working with classified information. Note that all information and data in this project is sensitive (SBU), and should not be shared publicly without written consent of the Evaluation Division.

9.3 Compliance with Applicable Requirements

All deliverables associated with this contract must conform to applicable standards, requirements, and restrictions governing official U.S. Government public websites, as well as data collection instruments including but not limited to:

- Section 508 of the Rehabilitation Act
- Privacy Act of 1974, as amended

9.4 Language for Data Collection

The Contractor and its sub-contractor(s) will be responsible for conducting overseas research in any relevant languages. The contractor should not assume that information collection from all key overseas informants can be conducted in English. Final languages for data collection instruments and fieldwork will be determined in consultation with the Evaluation Division. For field research, the Contractor will arrange and pay for interpreters and translation during field research **as needed** (i.e. field interviews, focus groups, fieldwork logistics, etc.).

All interpretation and translation must be performed by capable/professional individuals. The offeror should outline the steps they will take to ensure high quality professional work in terms of language translation and interpreting. Upon award the Contractor will be required to submit a quality control plan for the work on translation.

All data collection instruments will be submitted in English and the languages selected for the evaluation. Final reports and other reports outlined in the Statement of Work will be submitted to the Evaluation Division in English.

9.5 Place of Performance

Fieldwork will occur at the sites selected. With the exception of international data collection, the project activity is anticipated to take place at the contractor's place of work (including remote overseas data collection).

10. LOGISTICAL SUPPORT

The Evaluation Division will:

- Prepare the other stakeholders in advance of their turn to review and/or provide feedback at various stages of the evaluation in order to help minimize delays in turn-around time.
- Provide all available ECA related materials, documents available.
- Will work with Posts in selected fieldwork countries, to facilitate the initiation of fieldwork. The contractor will take full responsibility for fieldwork implementation (i.e. preparation for fieldwork and data collection logistics) as deemed appropriate by the Evaluation Division, and at the discretion and preferences of the Posts.
- Be the primary points of contact (through the Contracting Officer's Representative [COR] and Project Manager) for this evaluation. Any contact with any ECA or other State Department Offices, (domestically or overseas), grantees or local organizations, or other stakeholders shall take place only as authorized or requested (and subsequently arranged) by the Evaluation Division. Additionally, the Evaluation Division will assist the contractor with the collection of contact information by initially requesting available contact information from appropriate ECA offices and U.S. embassies.

11. BUDGET

This contract will be firm-fixed price with travel and other direct costs on a separate CLIN and reimbursed on actual allowable, allocable and reasonable costs.

11.1 Responsibility for All Costs

The contractor shall assume responsibility for all costs associated with the project as detailed in the Statement of Work.

11.2 Travel

Exact dates of overseas travel are often difficult to predict. Accordingly, the Department of State is not able to guarantee twenty-one days (21 days) advance notice and/or lowest air fares. **All travel shall be in accordance with federal travel regulations, including "Preference for U.S.-Flag Air Carriers" (January 1997), and the Department of State will pay for the equivalent of economy class tickets only.**

11.3 Contractor and Exchange Rates

No contract adjustments will be made for changes in contractor rates and/or exchange rates during the course of the contract.

ANNEX 7: RAPID SURVEY RESULTS

The results of the rapid survey have been submitted in a separate attachment to this report and can be made available upon request to Social Impact, Inc. or ECA (ECAevaluation@state.gov).

Annex 7: Rapid Survey Results includes,

- Annex 7A: Rapid Survey Respondent Demographics
- Annex 7B: Rapid Survey Results: Awareness and Change in Perception
- Annex 7C: Rapid Survey Results: Media
- Annex 7D: Rapid Survey Results: Effect on Businesses
- Annex 7E: Rapid Survey Results: Trust and Understanding

ANNEX 8: DATA COLLECTION INSTRUMENTS

All Data Collection Instruments used by the Evaluation Team have been submitted in a separate attachment to this report and can be made available upon request to Social Impact, Inc. or ECA (ECAevaluation@state.gov).