



## **Evaluation Report**

**International Training Center for Intangible Cultural  
Heritage in the Asia and Pacific Region (Category 2) -  
CRIHAP**

**November 2023**

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# Acronyms

<b>CRIHAP</b>	International Training Center for Intangible Cultural Heritage in the Asia-Pacific Region
<b>ICHCAP</b>	International Information and Networking Center for Intangible Cultural Heritage in the Asia-Pacific Region
<b>ICH</b>	Intangible Cultural Heritage
<b>IRCI</b>	International Research Center for Intangible Cultural Heritage in the Asia-Pacific Region
<b>NGO</b>	Non-governmental organization
<b>ToC</b>	Theory of Change
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>CAT2 Center</b>	Category 2 Center
<b>GB</b>	Governing Board
<b>AC</b>	Advisory Committee

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# Executive summary

## Presentation of the project

The International Training Center for Intangible Cultural Heritage in the Asia and Pacific Region (hereafter, 'the Center') was established upon the agreement signed between the People's Republic of China and UNESCO during the 35<sup>th</sup> General Conference to promote UNESCO's 2003 Convention and increase participation in safeguarding intangible cultural heritage in the Asia Pacific region. The Center focuses on organizing training courses on intangible cultural heritage and offering financial support for the course participants while mobilizing experts in the field.

Established in 2012, the Center had its first evaluation in 2017, which led to its new agreement signed by the People's Republic of China and UNESCO for a period of six years (2018-2024). Following the submission of the request for renewal of the agreement from the government for the People's Republic of China, an evaluation of the Center was carried out.

## Objectives of the evaluation

The evaluation aimed to assess the Center's performance based on its objectives, functions, and its contribution to UNESCO's Approved Program and Budget (C/5). The findings of this evaluation will be submitted to the UNESCO Intersectoral Review Committee. Based on the Committee's assessment, the Director-General will provide recommendations on the renewal to the Executive Board, which then has to approve the renewal request and authorize the Director-General to conclude a new agreement between the Member State, the Category 2 Centre, and UNESCO.

## Methodology

A combined methodological approach including an analytical approach for an in-depth understanding of the activities and objectives of the center, and an extensive participatory approach including stakeholder interviews was utilized.

The evaluation was organized in three phases: inception phase, data collection phase, and data analysis phase. For the inception phase, preliminary documentary analysis of the relevant key documents as well as scoping interviews were conducted. For the data collection, in-depth documentary analysis, in-person interviews, and online semi-structured interviews to complete the documentary analysis took place. For the data analysis phase, final evaluation and final restitution were done.

## Relevance

**CRIHAP's objectives are aligned with UNESCO's strategic objectives and priorities.** CRIHAP's development strategy aligns with UNESCO's long-term plans, and the center also developed its own strategy to embrace regional needs. Upon the introduction of the Sustainable Development Goals (SDGs), CRIHAP adapted its strategies to UNESCO's commitment to the SDGs by identifying and including new relevant topics in its agenda.

**The CRIHAP training programs were tailored to meet the beneficiaries' needs.** The Center's needs assessment process was thorough and attentive to the needs of beneficiary countries. CRIHAP's annual work plan is initially coined from the ideas and needs of the stakeholders and undergoes a comprehensive consultation process with UNESCO.

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## Coherence

**CRIHAP demonstrates its coherence by working in synergy with academic institutions and UNESCO** (e.g., the UNESCO global network of facilitators) in contributing to the safeguarding of ICH in the Asia-Pacific region. While academic institutions focus on training future actors of ICH as a whole, CRIHAP focuses on building capacity of stakeholders at country level who are involved in the safeguarding of ICH (e.g., ministry officials, community members, NGOs working in this field, etc.). It also works in line with UNESCO HQ, where the UNESCO global network of facilitators and material sources, are used for the training deployed by CRIHAP. Finally, the Centre also complements the activities of other CAT2 institutes in the region in this area.

**CRIHAP's coherence is strengthened by its collaboration with other regional partners and other Category 2 centers in the Asia-Pacific region.** By fostering mutual learning between experts from the UNESCO global network of facilitators on ICH and Member States, the Centre reflects regional needs. In addition, by collaborating with other CAT2 centres, CRIHAP gains insights into topics such as education and climate change to address current issues in ICH.

## Efficiency

**CRIHAP's experienced and cohesive team ensures effective implementation of activities, but there is a risk of staffing with mostly national expertise. Limited English proficiency that may hinder its smooth expansion.**

**The financial resources allocated to CRIHAP are considered commensurate with its activities.** The Chinese government, which is responsible for providing financial support to the Center, has expressed its willingness to help if further support is needed in the future.

**Internal communication within CRIHAP proved to be effective.** The staff was closely knit, allowing for peer learning and mutual assistance. Regular meetings to share understanding helped them to manage time efficiently and support each other effectively. Despite having an effective communication with the UNESCO HQ, the CRIHAP's external communication with field offices, was found to be slightly less efficient (e.g., level of regularity of the cooperation with UNESCO field offices).

**CRIHAP demonstrates a commitment to monitoring and evaluation as part of its efforts to assess the impact of its training programs and activities.** The Center attempts to conduct regular evaluations after each program for the Governing Board meeting. CRIHAP submits its reports to the National Commission for UNESCO and collects feedback from various stakeholders.

**The governance structure of CRIHAP is considered to be efficient, but some limitations may emerge in its ongoing implementation.** CRIHAP is overseen by a Governing Board and an Advisory Committee, which include global experts to enhance the impact of the Center. However, a four-year term for members may hinder the retention of valuable experts serving on the Governing Board.

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## Effectiveness

**The number of trainings increased during the second phase of CRIHAP's development.** During the second phase from January 2017, CRIHAP organized twice as many international workshops as during the first phase from 2012 to 2016. This growth reflects the Center's progress and its alignment with UNESCO's requirements and goals. The quality of CRIHAP's training has also improved. The Center's training program includes a significant youth component for an innovative exploration of the integration of ICH safeguards. The selection of participants based on a genuine interest in ICH makes the training diverse and accessible.

**The Center was resilient in the face of the Covid-19 pandemic.** CRIHAP learned to adapt to the situation in innovative ways and overcame the challenges.

## Impact

**CRIHAP succeeded in raising awareness of ICH among stakeholders and local communities.** CRIHAP demonstrated the potential benefits that ICH could bring to the development of communities in order for ICH to receive more attention from decision makers, especially in less developed countries.

**Based on the belief that the younger generation, who generally have better media-related skills, can play a crucial role in ICH safeguarding, CRIHAP encouraged youth participation in ICH.** In addition, CRIHAP managed to reach a wider audience on ICH, especially through the newsletter, although the publication of the newsletter was delayed in 2020 due to the pandemic.

## Sustainability

**The Center took steps to ensure its sustainability by effectively disseminating information about its activities and programs.** Activity reports shared with various stakeholders enhanced its reputation in the field of ICH safeguarding. The international visibility of the Center could be further enhanced through more international and UNESCO headquarters coverage.

**The sustainability of CRIHAP's activities is achieved by empowering participants in its capacity building programs to become disseminators of the acquired knowledge.** In particular, training of trainers (ToT) programs has played a crucial role in this regard.

**The sustainability of CRIHAP could be reinforced through further collaboration with other CAT2 institutes and well as member states in the Asia-Pacific region, and specifically in the Pacific.**

## Recommendations (further elaborated in the report):

1. Strengthen the workforce of CRIHAP
2. Enhance the visibility of the CRIHAP.
3. Incorporate innovation and technology in the capacity-building activities
4. Keep up the knowledge transfer with the global network of facilitators so they exchange their practice and knowledge in the field (ICH) that is constantly evolving
5. Systematize the Monitoring and Evaluation system.
6. Update and diversify training content.

7. Strengthen regional collaboration and cooperation.
8. Reorganize the Center's divisions to enhance efficiency.
9. Enhancing CRIHAP's governance for sustainable success and better governance.

# Project presentation

## *The CRIHAP*

The 35th session of the General Conference, in its 35 C/Resolution 50, approved the establishment in the People's Republic of China of the International Training Center for Intangible Cultural Heritage in the Asia and Pacific Region (hereafter, 'the Center'). An agreement between the Government of the People's Republic of China and UNESCO was signed accordingly. Following the first evaluation undertaken in 2017, a new agreement was signed between UNESCO and the Government of the People's Republic of China for the period of six years (2018-2024). The Government of the People's Republic of China submitted a request for renewal of the agreement. To this end, an evaluation of the Center will be carried out. The objectives of the Center are to:

1. Promote the 2003 Convention and contribute to its implementation in the Asia and Pacific Region;
2. Increase the participation of communities, groups, and individuals in safeguarding intangible cultural heritage in the Asia and Pacific Region;
3. Enhance the capacity of the Asia and Pacific Member States of UNESCO to safeguard ICH, particularly by strengthening the capacities of concerned personnel;
4. Foster regional and international cooperation for safeguarding ICH.

The functions of the Center are to:

1. Organize long-term and short-term training courses, including classroom training and field-based training on the following subjects, and grant financial support to trainees in need of assistance;
  1. The 2003 Convention and its Operational Directives;
  2. Different examples of policies, including legal, administrative, technical, and financial measures fostering the safeguarding of ICH;
  3. Introduction to UNESCO publications on the identification and documentation of ICH, and their application in fieldwork;
  4. Teaching ICH in formal and non-formal education, including courses of theory and practice training; and,
  5. Any new training content developed by UNESCO for the effective implementation of the 2003 Convention.
2. Mobilize international and Chinese experts, as well as scientific NGOs specialized in the different domains of ICH, to work as instructors and advisors on the above-mentioned training activities;
3. Enhance international and regional cooperation with institutions active in the domain of ICH, notably those category 2 Centers established under the auspices of UNESCO.



# Presentation of the evaluation

## *Objectives of the evaluation*

The main objective of the renewal evaluation was to assess the **Center's performance concerning its objectives and functions**, and its **contribution to UNESCO's Approved Program and Budget (C/5)**, including global strategies and action plans as well as sectoral program priorities.

The findings of this evaluation aim to inform the UNESCO Intersectoral Review Committee on the strengths and weaknesses of the Center and its prospects for the renewal of the Center's designation as a Category 2 Center under the auspices of UNESCO.<sup>1</sup> The conclusions of the renewal evaluation shall be shared with the Government of the People's Republic of China and the Center and will be made available on the website of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage ([ich.unesco.org](http://ich.unesco.org)).

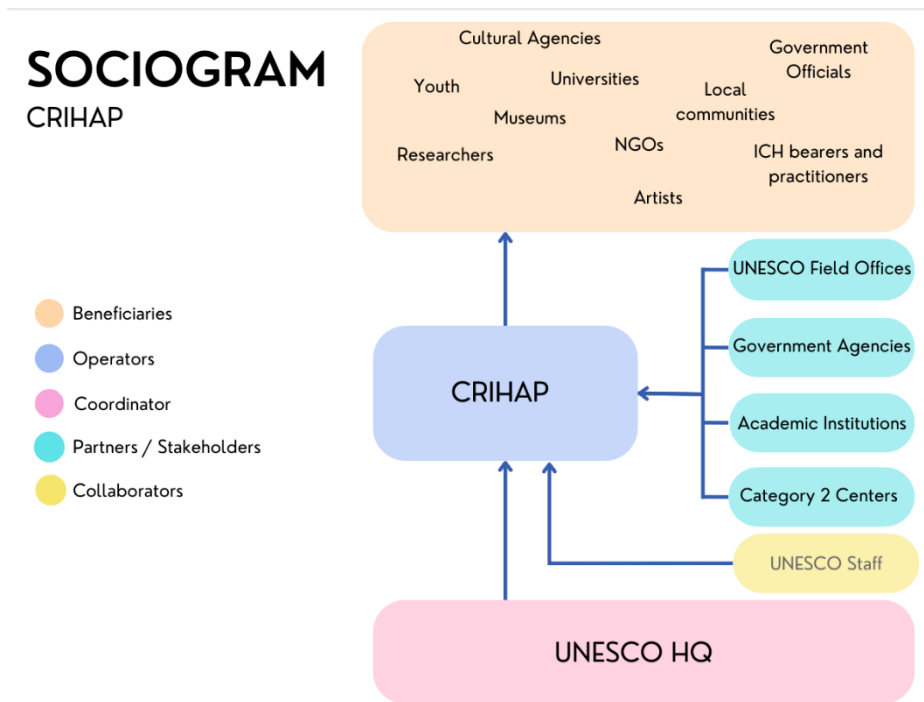
The evaluation team considered the following criteria:

1. the extent to which the Center's objectives as set out in the agreement signed with UNESCO were achieved;
2. the relevance of the contribution of the Center's programs and activities to the achievement of UNESCO's program for safeguarding intangible cultural heritage and the effective implementation of the 2003 Convention as specified in the Approved Program and Budget covering the period under evaluation (39 C/5 and 41 C/5), in particular the achievements of the 2003 Convention's global capacity building program and the program for safeguarding intangible cultural heritage in formal and non-formal education, in accordance with the agreement;
3. the relevance of the contribution of the activities of the Center to global development agendas, notably to the 2030 Agenda for Sustainable Development and the related SDGs;
4. the quality of coordination and interaction with UNESCO, both at Headquarters and in the field, as well as with National Commissions, other thematically-related category 1 and 2 institutes or Centers with regard to planning and implementation of programme;
5. the partnerships developed and maintained with government agencies, public or private partners and donors;
6. the nature and efficiency of the Center's governance, including organizational arrangements, management, human resources and accountability mechanisms;
7. the financial resources available for ensuring sustainable institutional capacity and viability, and,
8. the extent to which the Center enjoys within its territory the autonomy necessary for the execution of its activities and legal capacity to contract, institute legal proceedings, and to acquire and dispose of movable and immovable property.

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<sup>1</sup> Please note that renewal evaluations are prepared to enable the UNESCO Executive Board to take a decision of whether or not to renew the mandate of a centre as a Category 2 centre.

## The actors and their role in the project



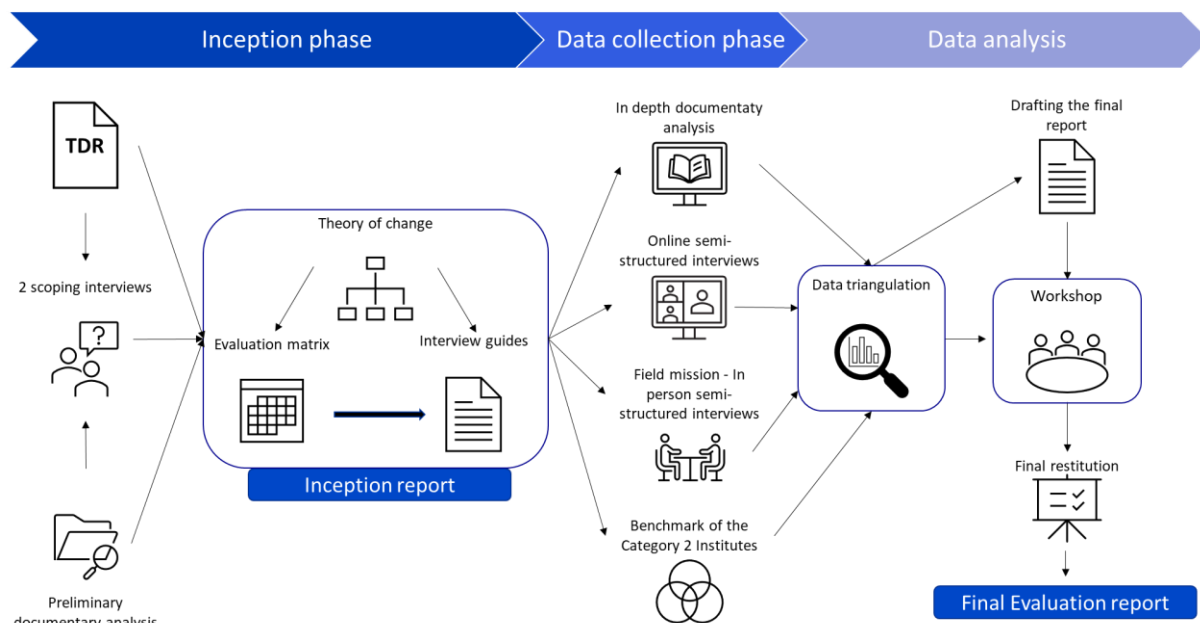
Within the framework of the evaluation, a difference is drawn between four types of actors:

- Coordinator of the network of C2Cs and provider of technical assistance (UNESCO HQ),
- Operators (CRIHAP),
- Partners (UNESCO Field Offices, other category 2 institutes working in ICH...),
- Collaborators (UNESCO staff),
- Beneficiaries of the center (youth, ICH practitioners...).

### Methodology

The overall methodological approach combined a detailed analytical approach, for an in-depth understanding of the activities and objectives of the center, and an extensive participatory approach, taking into account online and in-person interviews with the Center's stakeholders, collaborators, and UNESCO entities (e.g., other Cat 2 Institutions, HQ).

The evaluation was organized in three phases that allowed the evaluation team to gather all the information needed to carry out the evaluation. The following figure illustrates the phases that were developed during the evaluation.



## 1. Inception phase

### Preliminary documentary analysis and scoping interviews

During the inception phase, a preliminary documentary analysis was conducted, where relevant key documents provided by CRIHAP were reviewed.

During the inception phase, the evaluation team held two interviews, with Liang Bin, Director of the CRIHAP, and M. Jing Zhang, Deputy director. During the scoping interviews, the Center's activities and their alignment with the global development agendas were discussed, as well as the Institute's coordination and communication with UNESCO HQ. Additionally, a few challenges were mentioned regarding the implementation of the activities. Thus, the preliminary documentary analysis and the scoping interviews enabled the evaluation team to develop the evaluation matrix based on the OECD/DAC evaluation criteria.

## 2. Data collection phase

### In-depth documentary analysis

The literature review realized by the evaluation team provided an initial response to the evaluation questions. It provided arguments and formulated hypotheses that the collection of information clarified, confirmed, or refuted. The entire list of documents revised figures is in Annex N<sup>o</sup>1.

### Field Mission - In-person interviews

The evaluation team organized a field mission to the Center where they conducted visits to relevant centers and partner institutions in Beijing and in-person interviews with key stakeholders of the Center. The evaluation team developed specific interview guides for each major category of stakeholders to be interviewed. The evaluation team also ensured that all the interviewees understood the purpose of the evaluation to obtain clear responses.

The field mission was carried out by Fabrice Hénard and Elçin Bahçeci from the 26th of June to the 30th of June 2023. **These in-person interviews aimed to complete the results of the documentary analysis, and also to evaluate the Center and its performance in detail.** The list of the actors interviewed during the field mission in Beijing figures in Annex N<sup>o</sup>4

### Online semi-structured interviews

To complete the documentary analysis and the field mission, the evaluation team conducted online individual semi-structured interviews with the main stakeholders (e.g., UNESCO HQ, UNESCO Beijing Office, other UNESCO Category 2 Institutions working on ICH in the Asia-Pacific Region...). The list of the interviewee's figures in Annex N°4.

These interviews were sufficiently prepared during the scoping phase and the Center validated them. The field mission allowed the evaluation team to identify key issues, which were addressed in an in-depth manner during the online interviews.

### *Lessons Learned of the Category 2 Institutes in the Asian-Pacific Region*

As part of the evaluation process for the CRIHAP, an analysis was carried out about the performance of other Category 2 Institutes working in ICH in the Asia-Pacific Region<sup>2</sup>. The objective of such analysis was not to compare, as each Category 2 has its specificities, but to identify practices and successful strategies used by other Centers.

### **3. Data analysis phase.**

#### Drafting of the final evaluation report

This last phase of the evaluation corresponds to the analysis of the data collected during field missions, online interviews, and desk research, which allowed the evaluation team to draft the final report. The preliminary final report of the evaluation includes an explanatory framework of the project, the methodology that is used, a response to the evaluation criteria and sub-criteria previously validated by the Center, as well as concluding remarks and recommendations.

Data triangulation was elaborated to draft this preliminary evaluation report. The objective of data triangulation is to reduce interpretation bias by increasing the validity of the findings. To this end, the information provided by a primary source was systematically verified by another source of a secondary nature, such as individual interviews and benchmarking.

#### Final restitution (to come):

Following the completion of the evaluation, the evaluation team will hold a comprehensive oral presentation to share the main findings, conclusions, and recommendations with the Center's team. This presentation will serve as the finalization of the evaluation process and provide an opportunity for the evaluation team to engage with the Center's team on the key aspects of the evaluation.

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<sup>2</sup> The International Research Centre for Intangible Cultural Heritage in the Asia-Pacific Region (IRCI) in Japan and the International Information and the Networking Centre for Intangible Cultural Heritage in the Asia-Pacific Region (IHCAP) in the Republic of Korea.

# Evaluative analysis

## Relevance

***CRIHAP's objectives are aligned with UNESCO's strategic objectives and priorities.***

Throughout the years, CRIHAP has shown a profound **commitment to understanding and aligning its objectives with UNESCO's priorities**. Attending every general assembly of the state parties to the 2003 Convention, as well as intergovernmental committee meetings and CAT 2 joint meetings, allowed CRIHAP to assess the relevance of its ongoing missions to UNESCO's objectives. This approach ensured that its work remained in harmony with the larger goals set by the organization.

**CRIHAP's development strategy** aligns closely with UNESCO's long-term plans. By referencing UNESCO's Mid-term Strategy (2022-2029) and budget for 2002-2025, CRIHAP designed its own strategy to cater to the needs of countries in the Asia-Pacific region. This approach reinforced the center's commitment to support and collaborate with member states in a way that complements UNESCO's global objectives. CRIHAP's primary focus lies in the implementation of the 2003 Convention and capacity-building in ICH at the country level. As a Cat 2 institute, the CRIHAP serves as an important platform for promoting the Convention internationally.

In line with UNESCO's strategic evolution, CRIHAP managed to integrate SDGs in its work plan. In 2015, the United Nations adopted the 2030 Agenda for Sustainable Development Goals (SDGs), which emphasized the need for a comprehensive action plan. Before this, there was no specific framework for sustainable development within the 2003 Convention. In response, in 2016, UNESCO revised its operative directives, adding a new chapter to address the SDGs. This marked a significant turning point for the CRIHAP, **which subsequently embarked on a comprehensive process of upgrading its training materials and aligning its strategies with UNESCO's commitment to the SDGs**. This transformative effort was not immediate but was essential to integrate the sustainable development goals into the work plan of CRIHAP. Consequently, **new topics such as ICH and youth, climate change, and safeguarding in urban areas were identified and included in the Center's agenda**. Through these adaptations, the CRIHAP has demonstrated its commitment to advancing the global development agenda and addressing the pressing challenges of our time.

CRIHAP constantly strives to maintain effective communication with UNESCO's Living Heritage Entity Division, actively seeking updated perspectives for capacity development initiatives. This exchange of knowledge strengthens its capacity to effectively implement cultural safeguarding strategies in the region. CRIHAP's engagement with UNESCO's themes and priorities is evident through the thoughtful organization of workshops. These workshops cover significant areas, including intangible cultural heritage and youth, and the impact of climate change on cultural heritage, or the link between ICH and sustainable development. By incorporating UNESCO's priorities into these trainings, CRIHAP not only enriches its own work but also contributes to UNESCO's broader mission of cultural safeguarding and promotion.

Being situated in the capital of China, CRIHAP is strategically placed to foster inter-disciplinarity in the safeguarding of Intangible Cultural Heritage (ICH). With Beijing being a hub of government institutions, academic centers, and cultural organizations, CRIHAP can easily engage with experts from diverse fields, including folklore, ethics, craftsmanship, and technology, to ensure comprehensive and effective ICH safeguarding, in the whole Asia-Pacific region. Furthermore, Beijing's central location allows CRIHAP to facilitate regional, sub-regional, and global cooperation in implementing the 2003 Convention.

***The CRIHAP training programs were tailored to meet the beneficiaries' needs.***

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CRIHAP's needs assessment process is commendable for its thoroughness and attention to aligning training programs with the needs of beneficiary countries. Each year, the center formulated a general working plan that underwent a comprehensive consultation process with UNESCO, and then approval by CRIHAP's Governing Board. Initial ideas and needs were collected from various actors, including UNESCO HQ, field offices, and state parties, through surveys and consultations. Geographical balance and CRIHAP's expertise were considered when selecting priorities for the training workshops, ensuring that the programs were well-suited to the specific requirements of each country in line with CRIHAP's capacities.

The center employed a tailored approach for each workshop, considering the participants' educational backgrounds, organizations, and specific interests. Surveys were conducted to understand the needs of participants better, which allowed the center to design a customized curriculum for each training session. CRIHAP offered a range of workshop models, from basic programs for youth to advanced courses for policymakers and experts, catering to different levels of expertise and knowledge.

As a global capacity-building institution, CRIHAP's mission is to train trainers and other actors in order for them to possess the necessary knowledge and skills to safeguard intangible cultural heritage effectively. The center followed established modules from UNESCO and adapted them to suit the specific needs of member states in the Asia-Pacific region. Furthermore, CRIHAP responded to evolving global objectives, such as the United Nations' 2030 Agenda for Sustainable Development, by upgrading its training materials to incorporate new thematic chapters and ensure continuous improvement.



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## Coherence

***The CRIHAP demonstrates its coherence by being in synergy with academic institutions and UNESCO (e.g., the UNESCO global network of facilitators) in contributing to the safeguarding of ICH in the Asia-Pacific region..***

The CRIHAP demonstrates coherence by working in synergy with the academic institutions. While the academic institutions focus on the training of talents and human resources, CRIHAP's mandate revolves around the implementation of the 2003 Convention and the governance of culture-related issues, thus underlining the complementary missions of the two types of institutions.

CRIHAP also works in coherence with UNESCO HQ, notably under the global capacity-building programme, for which the UNESCO HQ and CRIHAP collaborate in synergy. Indeed, their contribution to the realization of trainings are strongly complementary; where UNESCO HQ provides CRIHAP with materials and trained facilitators, and in return, CRIHAP provides financial and human resources allowing to deploy the trainings in the countries of intervention. Finally, multi-year strategies for capacity building are developed with its partner countries and in collaboration with UNESCO.

In addition, CRIHAP's focus on capacity building has made it a key player in the Asia-Pacific region in this area. By focusing on capacity building, the Center complements the various activities promoted by other Category 2 institutes in the region. This emphasis on capacity building has produced remarkable results, especially when compared to the situation two decades ago, which was characterized by a limited focus on ICH maintenance and a lack of training in integrating the ICH perspective. Many countries have now integrated the principles and concepts of the 2003 ICH convention and require more specific and advanced training. By proactively adapting to the evolving landscape, CRIHAP ensures that its activities are strongly aligned with its mandate to respond to the prevailing needs of ICH compliance. As a major training center in the Asia-Pacific region, CRIHAP recognizes the dynamic nature of ICH and actively responds to emerging challenges and requirements.

As an example of addressing emerging challenges, the Center organized a training of trainers on ICH safeguarding in the midst of a pandemic for the Philippines. The objectives included enhancing trainees' ICH inventory knowledge and skills, developing ICH capacity of trainers, and improving the country's overall safeguarding capacity in the context of pandemic and in relation to the SDGs. This training program made a significant contribution to the Philippines action to implement the 2003 Convention, and to develop knowledgeable ICH trainers who can effectively disseminate its principles.

***The CRIHAP's coherence is reinforced throughout its collaboration with other regional partners and other Category 2 Centers in the Asian-Pacific region.***

The coherence of CRIHAP's activities with different stakeholders in the Asia-Pacific region is evident in 1) its consideration of specific regional needs and 2) its emphasis on mutual learning experiences. The Centre facilitates a mutual learning process among trainers and countries, promoting an exchange of expertise and understanding. This approach ensures that CRIHAP takes into account the specific needs of Member States in the Asia-Pacific region and creates a meaningful exchange in terms of capacity building.

In addition, CRIHAP's collaboration with other UNESCO Category 2 centres has strengthened its coherence with regional needs and activities. Prior to the pandemic, CRIHAP had collaborated with higher education institutions (HEIs) in the Asia-Pacific region on research projects on the working mechanism of the 2003 Convention. **These collaborations ensured**

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**that the Center was responsive to the needs on the ICH safeguarding in the region.** With the pandemic, the Center became more focused on China, with less collaboration and exchange. Despite the challenges of the pandemic, CRIHAP maintained collaborations with ICHAP and IRCI through joint publications, forums, and meetings. These interactions provide **opportunities for CRIHAP to gain insights into topics such as ICH and education or ICH and climate change**, enabling the Center to design relevant courses and effective communication strategies that are aligned with current issues in ICH.

In addition, annual meetings organized by the National Commission of the People's Republic of China for UNESCO bring together all Category 2 Centers and UNESCO Chairs in China, fostering knowledge sharing and learning among partners. Therefore, the collaboration between the Category 2 centers in China and the CRIHAP **enables the center to pool resources, organize activities and strengthen their impact in their respective fields.** The coordination between CRIHAP and the National Academy of Arts also ensures synergy and efficient coordination of field work, resulting in positive outcomes for the programs. Overall, CRIHAP's synergy with regional actors and its actions demonstrate its desire to collaborate, share knowledge, and maximize collective expertise for the safeguarding of ICH in the Asia-Pacific region. Although CRIHAP has actively collaborated with other regional stakeholders by participating in ICH-related meetings, **these partnerships remain temporary and too sporadic.** The Center has collaborated with other CAT2 institutes, but these collaborations have not been sustained. They do exist but could be more systematic for mutual learning and exchange of practices.

The evaluation underlines CRIHAP's efforts to avoid being China-centric. Despite strong support from the Chinese government, CRIHAP has sought to expand its mandate in the region, particularly in Asia.



## Efficiency

***CRIHAP's experienced and cohesive team ensures effective activity implementation, but limited English proficiency in the team hinder its expansion.***

Dedicated staff members have worked at the Center for many years and have accumulated a **wealth of experience in the field**. The team consists of national experts who contribute to CRIHAP with their diverse perspectives and knowledge. Each year, CRIHAP invites international experts to participate in workshops and programs, further enriching the expertise available at the Center. **This cohesive and capable team, with its extensive experience, ensures the successful development and implementation of CRIHAP's activities.** Despite the qualifications and competence of the CRIHAP staff in implementing activities, some of the staff have limited English proficiency, which can be a challenge to effectively develop activities in the Asia-Pacific region and beyond. Therefore, it is essential to have staff who are proficient in English. It should be noted that the evaluation team welcomes recent efforts to recruit new staff with strong language skills.

***The financial resources allocated to the CRIHAP are deemed commensurable with the activities it undertakes.***

The financial resources allocated to CRIHAP are in accordance with the standard operating procedures of all UNESCO Category 2 Centers. The agreement stipulates that the host government is responsible for funding the Centre, its staff and its activities. The budget has always been considered adequate and has grown in line with the evolving needs of the Centre. The resources allocated are sufficient to carry out the Centre's activities and fulfil its responsibilities. The resources allocated are sufficient to implement the agreement and fulfill the Center's responsibilities. The Chinese Government has demonstrated its support by allocating 15,660,000 Yuan (RMB) (2 156 549,41 USD) for the Center's activities and 10,749,960.51 RMB (1 480 384,48 USD) for staff salaries for the period 2018-2022. It is important to note that the Chinese National Academy of Arts directly covers the cost of renting the 500m<sup>2</sup> office space. The investment will be distributed as follows:

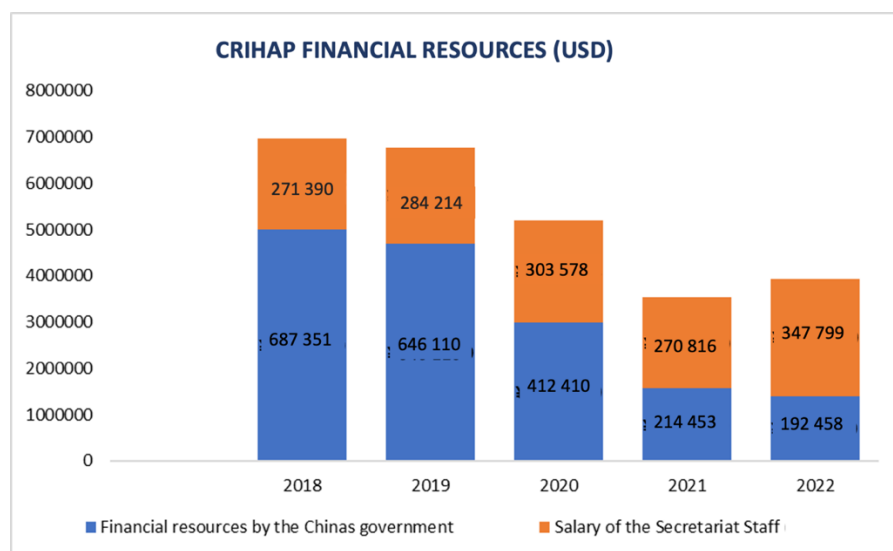


Figure 1: CRIHAP budget

The visible reduction in expenditure from 2020 is directly linked to the pandemic, which compelled CRIHAP to reduce its activities. Its income was reduced accordingly. With the resumption of the activities, the expenses increase again at a rate that accelerates from 2022.

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The rise of budget in 2023 is due to the optimization of COVID restrictions in China and the rest of the region according to CRIHAP.

In addition, the Chinese government has expressed its willingness to help if there is a need for further assistance in the future, based on careful research and discussion. In addition, CRIHAP could try to raise funds from private actors in China to organize more activities. With a capable internal team overseeing all activities and the availability of additional resources for specific areas, allowing for the invitation of external experts, CRIHAP maintains a financial framework that effectively meets its operational needs. CRIHAP has sought additional funding from local governments to diversify its budget sources. For example, the Center received some financial or other support from local governments for two workshops in China. In the near future, CRIHAP aims to further diversify its funding by seeking local partners such as provinces- while keeping the mandate focused on the Asia-Pacific region.

**CRIHAP plays a crucial role in complementing UNESCO's activities.** The limited resources of UNESCO's Capacity Building Unit sometimes limit its ability to carry out all the initiatives it would like to undertake. This is where CRIHAP comes in as a complementary entity. Furthermore, UNESCO's partnership with CRIHAP allows it to expand its outreach and ensure diversity within its capacity-building programme.

CRIHAP has **substantial financial resources that enable it to initiate and carry out activities and projects related to the safeguarding of intangible cultural heritage.** Its greater financial capacity allows it to undertake activities that might not be feasible with the limited resources of UNESCO's Capacity Building Unit. As a result, CRIHAP is able to launch innovative initiatives, organize workshops, training, research and major events that contribute significantly to the safeguarding and promotion of intangible cultural heritage in the Asia-Pacific region.

***The internal communication within the CRIHAP has proved effective.***

The close-knit staff fosters a harmonious and cooperative work environment, similar to that of an extended family. This solidarity allows for peer learning among team members and ensures that they can assist each other in different programs and work as a cohesive team. They coordinate and collaborate effectively, with each program being the responsibility of one person, yet remaining flexible to assist others as needed. Regular meetings are held to share the progress, challenges, and difficulties of each program, ensuring that everyone is well informed about ongoing activities. This shared understanding has allowed for efficient time management and effective support among staff. Such coordination and open communication have contributed to the Center's growth. Ongoing communication and coordination also allows for a smooth follow-up of activities and programs. By sharing progress updates, staff members know the specific areas they need to focus on and where their support is needed. **This approach fosters a spirit of collaboration and helps the team manage their time effectively to provide support when needed.**

***The external communication of the CRIHAP with various partners such as UNESCO HQ and Field Offices has been deemed efficient but with potential for further improvement.***

CRIHAP's external communication with UNESCO Headquarters was considered effective given its status as a UNESCO Category 2 Center. Regular meetings with the Living Heritage Unit at UNESCO Headquarters allowed for the exchange of information and alignment with the needs of the organization. During intergovernmental committee meetings, the Center has the opportunity to understand the requirements of UNESCO Headquarters and ensure that its activities are synchronized with the needs of the field. While these meetings were held in person prior to the COVID-19 pandemic, the Centre adapted to the online format during the pandemic and plans to continue this approach in the future.

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In addition, CRIHAP communicates with UNESCO field offices in the Asia-Pacific region to understand their specific needs. However, **collaboration and communication with UNESCO field offices has not been as regular as desired, and efforts to foster closer relationships with these offices would be beneficial to the Center's growth aspirations.**

***The CRIHAP demonstrates a commitment to monitoring and evaluation as part of its efforts to assess the impacts of their training programs and activities.***

CRIHAP tries to conduct regular evaluations after each program. They present these evaluations to the Board of Directors meetings where the Center reports its findings and progress. In addition, CRIHAP submits its reports to the National Commission for UNESCO (NatCom) for review and advice on how to improve the quality and impact of its initiatives. This careful monitoring and evaluation process demonstrates its commitment to continuous improvement and reinforces the Center's dedication to achieving positive results in its capacity-building efforts.

In addition, the Center actively collects and reports valuable resources such as feedback from participants and collaborators. This allows them to create a rich repository of information to measure the effectiveness and outcomes of their initiatives.

### **Good practice in Cambodia**

CRIHAP conducted assessment of the three capacity building workshops on ICH safeguarding launched from December 2016 to May 2017 in Cambodia, organized an assessment meeting on training results in Cambodia in May 2017, and completed the Evaluation Report of the Three-Year Capacity Building Training Programme for Cambodia in 2018. After this three-year training program, facilitators returned to Cambodia to interact with participants, gather feedback, and conduct a thorough evaluation. The Center also actively collects articles and feedback from participants, facilitators, and collaborators, culminating in outcome publications that comprehensively document the results and valuable lessons learned from their initiatives.

Source: CRIHAP, FY2018.

While efforts have been made to track the impact of training programs, this may not be done systematically in all cases. It is important for the Centre to systematically use these evaluation results not only to monitor its activities but also to gain wider recognition in the field. This, in turn, could further enhance the Center's reputation and visibility, promote its mission, and facilitate collaboration with various partners in the safeguarding of intangible cultural heritage in the Asia-Pacific region.

***The governance structure of the CRIHAP has been regarded as efficient, yet there may be some emerging limitations in its ongoing implementation.***

CRIHAP's governance structure is overseen by both a Board of Directors and an Advisory Committee. They meet annually to discuss matters related to current and future programs. The composition of the Governing Board (GB) and Advisory Committee (AC) recognizes the wealth of experience brought by some of the current experts, some of whom were involved in the development of the 1972 World Heritage Convention. These global experts have expanded their networks and expertise to enhance the impact of CRIHAP.

However, there are concerns about the limitation imposed by a four-year term for members. This limitation and rotation may hinder the retention of valuable experts who bring extensive

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experience and knowledge to the GB and AC. To strike a balance between continuity and fresh perspectives, it may be beneficial to establish a more flexible advisory mechanism that allows some experts to remain while introducing new members.

During the pandemic, meetings were held online and the GB actively engaged with CRIHAP's work, plans and budget. The transparent and open nature of the discussions allowed for feedback and suggestions from members. The Chair of the Board, a former Deputy Minister, has been instrumental in advancing the Center's activities, while the Director of CRIHAP has demonstrated leadership and contributed to the successful operation of the facility over the years. Another significant constraint arises from the time-consuming nature of administrative procedures. The lengthy approval process required prior to workshop organization poses a notable limitation. The substantial amount of time dedicated to obtaining necessary approvals can impede the timely execution of workshops and related activities, potentially affecting scheduling, resource allocation, and overall project timelines.

## **Effectiveness**

### **Number of trainings increased during the second phase of CRIHAP's development.**

Over the years, CRIHAP has experienced two distinct stages of development: an initial phase from 2012 to 2016, and a stable phase from 2017 to the present. In the first phase, when the Center was still in its infancy, CRIHAP organized 19 international workshops with about 650 participants. This period served as a learning and exploratory phase, laying the groundwork for future initiatives.

The second phase, however, saw significant growth and achievements. From January 2017 to the present, CRIHAP has conducted 49 international workshops, attracting participants from 41 countries in the Asia-Pacific region. The number of participants also skyrocketed during this period, reaching more than 2,000 individuals. This exponential increase in both the number of workshops and participants reflects the progress of the Centre and its alignment with UNESCO's requirements and goals. This substantial growth reflects the effectiveness and impact of CRIHAP's work in the promotion and safeguarding of intangible cultural heritage in the Asia-Pacific region.

CRIHAP staff played a critical role in preparing the lessons and designing the programs to ensure the success of these training initiatives. Their commitment has contributed significantly to the achievements and positive outcomes of CRIHAP's capacity building efforts.

### **The center was resilient facing the Covid-19 pandemic.**

CRIHAP has shown resilience in the face of challenges, including the Covid-19 pandemic. Despite the difficulties, the center did not retreat, but instead adapted to the situation and found innovative ways to continue its training activities. The pandemic presented uncertainties, but CRIHAP showed determination and flexibility in navigating through the crisis.

Under different leadership, the Center explored cross-cutting issues in ICH, in addition to the regular topics covered by the Convention. Some of the training workshops addressed how to deal with such disasters and how to use ICH as a tool in these specific situations. The pandemic posed significant obstacles, not only for CRIHAP staff, but also for people throughout the Asia-Pacific region, making mobility a challenge. However, the center persevered and organized six online training workshops in 2020. Over time, CRIHAP learned to adapt better and found ways to deal with the challenges of the pandemic in subsequent years, making the process smoother.

During this time, CRIHAP actively engaged with partners, including field offices and relevant government departments in different countries, to understand their needs and organize

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customized and targeted training programs. The Centre also embraced UNESCO's encouragement for States Parties to submit joint nominations for the ICH list, resulting in an online workshop for 11 South Asian countries.

In response to the pandemic, CRIHAP initiated special training programs for young people, working with more than 50 universities across China to invite 120 university students to participate in online training programs. This initiative provided young people with new insights into ICH and helped them to understand its fundamentals.

### **The quality of CRIHAP trainings was enhanced.**

The development of the quality of CRIHAP trainings has been characterized by careful selection and collaboration with UNESCO-accredited facilitators to ensure the delivery of high quality programs. At the outset, HQ takes significant steps to ensure the qualifications and expertise of facilitators, while CRIHAP further assesses their suitability for the context based on previous experience and in collaboration with UNESCO field offices. While the number of facilitators has been sufficient, CRIHAP staff recognize the need for more to provide greater flexibility in scheduling workshops.

*The UNESCO global network of facilitators is a dedicated and competent partner for countries and stakeholders that seek guidance and training for safeguarding intangible cultural heritage. This network is part of UNESCO's global capacity-building strategy to support countries to safeguard intangible cultural heritage and harness its potential for sustainable development, while promoting broad public knowledge and support for the Convention. Trained by UNESCO, the 141 facilitators (to date) receive ongoing support to update their skills and knowledge through workshops, mentoring, information sharing and review meetings. Source, Unesco.*

Despite the challenges posed by the pandemic, CRIHAP has maintained the same level of preparation for online training as for face-to-face sessions. While face-to-face interactions are generally preferred, CRIHAP adapted effectively during the pandemic and received positive feedback from participants. However, as borders reopen, CRIHAP plans to return to a hybrid model, offering both in-person and online options to accommodate different preferences. CRIHAP also continually explored adding new topics and incorporating emerging trends into its training programs. By listening to the requests and needs of member states, the Center sought to expand its research and address relevant issues to stay current with the dynamic landscape of heritage conservation.

CRIHAP's training program includes **a significant youth component**, reflecting an innovative exploration of the integration of ICH safeguarding. A notable example is the Capacity Building Workshop for Active Youth of the Kyrgyz Republic on Safeguarding ICH in Kyrgyzstan. This initiative demonstrates CRIHAP's commitment to engaging young people in the safeguarding and promotion of their cultural heritage.

In addition, the Center's training programs **extend to countries and regions that are not systematically included in discussions on ICH**. For example, Vanuatu received its first training workshop on the Convention following its ratification in 2010, which was a milestone in deepening participants' understanding of ICH and strengthening Vanuatu's capacity to safeguard its cultural heritage.

However, **certain regions, such as Central Asia, present unique challenges**. The language barrier with varying levels of English proficiency make it imperative to prioritize increased training of trainers in another language -notably Russian given the fact that the language is strategically important to access Central Asia as the most commonly used language across the countries in the region. In addition, the four Central Asian countries vary greatly in their



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capacity to safeguard the ICH, so financial and intellectual support is urgently needed to strengthen these nations' capacity to safeguard their cultural heritage.

**CRIHAP's inclusive approach to participant selection focuses on genuine interest and willingness to learn about ICH, resulting in a diverse and accessible training program.**

CRIHAP took a strategic and inclusive approach to identifying participants for ICH-related training. Rather than targeting specific individuals, CRIHAP approached professors and universities and asked them to refer individuals who had expressed interest in the training. This ensured a diverse pool of participants with different backgrounds, including scientific and cultural expertise.

The central criterion for selection is the participants' genuine interest in ICH and their willingness to learn about its importance and the means to safeguard it. By focusing on interest as the primary factor, the practice allows for a more inclusive and accessible training program.

## *Impact*

**CRIHAP managed to generate awareness of ICH with stakeholders and local communities.**

An important issue that arises is the varying priority given to ICH in different countries, particularly those that are considered more vulnerable. In such regions, citizens may have more pressing concerns related to basic needs such as food, shelter and economic stability. As a result, cultural heritage, including ICH, may not receive the attention and support it deserves. To combat this, efforts must be made to raise awareness among decision-makers of the vital role of ICH in safeguarding cultural identity and promoting sustainable development. CRIHAP, under its mandate, plays an important role by demonstrating the potential benefits of ICH not only in terms of safeguarding, but also in contributing to the development of communities. As a result, decision-makers may be more inclined to allocate resources and support initiatives aimed at safeguarding and promoting intangible cultural heritage.

Part of CRIHAP's mission is to raise awareness among decision-makers through specialized training programs. This indicates that proactive steps are being taken to educate key stakeholders about the importance of safeguarding ICH practices. In addition, trainings organized for small countries such as Tonga, Vanuatu or Samoa received very positive feedback. These programs aimed to raise awareness and appreciation of ICH in these regions.

In these smaller countries, the passion and pride that people have for their cultural heritage is evident through their active participation in workshops and related initiatives. By fostering collaboration with field offices and partnering with local stakeholders, meaningful progress can be made in safeguarding and promoting ICH practices.

**CRIHAP encouraged the participation of youth in the ICH safeguarding.**

The recognition of the potential and competencies of youth in safeguarding ICH is particularly noteworthy. The CRIHAP believes that the younger generation, particularly adept at media-related skills such as video shooting, vlogging, and content creation, can play a crucial role in safeguarding ICH. Leveraging these talents, the program encourages participants to shoot videos during the training sessions and in communities where ICH practices are prevalent.

The training itself spanned from July to September, providing a comprehensive learning experience for the participants. It included lessons and tools for identifying and understanding various aspects of ICH. The subsequent fieldwork involved visiting communities to capture

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video footage showcasing different ICH elements and practices. This hands-on approach allowed the participants to directly engage with ICH bearers and communities, fostering a deeper appreciation and understanding of the cultural heritage.

After the video documentation process, the participants brought back their recorded materials to the training sessions. **This created a collaborative and knowledge-sharing environment where everyone could benefit from diverse perspectives and experiences.** Additionally, some of the videos were shared more widely, allowing for greater outreach and awareness about ICH among broader audiences.

**Good practice**

CRIHAP gathered feedback through publications, articles, and face-to-face meetings. This was instrumental in strengthening ICH safeguarding efforts. By disseminating information through written materials, CRIHAP fostered open dialogue and solicited valuable feedback from experts, stakeholders, and communities, leading to continuous improvement of CRIHAP’s training approach in ICH. In addition, the organization of a three-day meeting with representatives and field offices from nearly 20 countries in the Asia-Pacific region allowed for meaningful discussions and collaborative exchanges, resulting in successful outcomes and enhanced collaboration. This inclusive and participatory approach ensured that diverse perspectives were heard, shaping CRIHAP’s strategies and fostering greater effectiveness in ICH safeguarding and promotion, and building CRIHAP’s capacity to collaborate with other ICH actors.

**CRIHAP managed to reach a wider audience on ICH safeguarding.**

In its efforts to raise awareness of ICH, CRIHAP took a proactive approach by developing a newsletter. This newsletter served as a valuable tool to reach a wide audience and disseminate information about ICH initiatives, projects, and important updates. The content of the newsletter was carefully curated to ensure it was complete and clear, providing readers with a comprehensive insight into the importance of ICH and the Center's ongoing efforts to safeguard and promote it. The newsletter proved to be an effective means of communication, allowing CRIHAP to connect with many people, including experts, scientists, practitioners, stakeholders and the public.

However, it is noted that the publication of the newsletter was delayed from 2020, which may represent a missed opportunity to maintain the momentum and engagement that has been built over time. The evaluation team understands the challenges facing CRIHAP to publish during the pandemic era. In order to continue its mission of raising awareness and informing stakeholders, it would be highly beneficial for CRIHAP to ensure the newsletter is published on a regular basis. This will allow them to continue to share new developments, progress and insights in the field of ICH, ensuring that the information remains current and relevant. Recent discussions with CRIHAP management confirmed the newsletter would be published soon in 2023 or 2024.

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Reviving the newsletter is an excellent opportunity for CRIHAP to reconnect with its audience and foster even stronger connections with stakeholders. The revitalized newsletter could potentially include updates on ongoing projects, upcoming events, interviews with ICH holders, and discussions on emerging challenges and opportunities related to ICH compliance.

## **Sustainability**

***The Center took measures to ensure its sustainability by effectively disseminating information about its activities and programs.***

After the development of each training workshop, the Centre tries to produce activity reports that capture the essence of the program. Some of these reports are shared with various stakeholders, including partner organizations, UNESCO field offices, ministries of culture and tourism, experts and institutions concerned with intangible cultural heritage. By actively disseminating this valuable information, the Centre enhances its reputation and visibility in the field of ICH safeguarding.

An example of this dissemination effort is the Center's practice of inviting participants from certain training workshops to write articles about their experiences. Since 2017, trainees from workshops in Nepal and Mongolia have been invited to contribute to two books. In doing so, they were able to reflect on their learning and insights from the programs. This approach was valuable in obtaining meaningful feedback and fostering deeper engagement with the trainees.

However, **the dissemination of information about the training programs or their activities is not systematic for all training programs.** The Center's newsletters used to contain unique content, including updates on ICH worldwide, articles about their activities, feedback from trainees, and discussions on important ICH-related topics at the international level. The newsletter was published in both Chinese and English and served as an important mechanism to increase its visibility and reach in the field. However, this visibility has diminished since the pandemic. Communication through social media attempted to compensate for the lack of official publication, but with limited impact. In terms of content, social media messages could not substitute for the high-quality, informative and authoritative newsletter.

**While the Center has been successful in gaining media coverage in China and in the Asia and the Pacific region, international exposure has been challenging.** Efforts have been made to invite the media to cover activities in other countries, which has been successful in some regions, such as Mongolia and Nepal. However, in some countries, the Center's partners have not been able to secure media coverage, which has limited their visibility in those regions. In addition, the Centre expresses the need for more coverage of its activities by UNESCO Headquarters, as this would significantly increase its international reach and impact. Despite these challenges, the Center remains committed to expanding its influence and visibility, and to seeking further collaborations and media opportunities to promote the cause of ICH safeguarding on a global scale.

**The sustainability of the CRIHAP's activities is achieved by empowering participants in its capacity-building programs to become disseminators of acquired knowledge.**

The sustainability of CRIHAP's activities extends beyond its efforts. The Center has focused on empowering participants in its capacity-building programs to become disseminators of the knowledge and skills they acquire and carry out their roles in safeguarding living heritage more effectively. For example, in the youth programs, the Center worked with universities to encourage participants to apply their learning in the field. This includes visiting ICH sites and working with artisans to put theory into practice. In addition, the Training of Trainers (ToT) program played a critical role in this approach. Participants in this program, who are trained as facilitators and teachers, then act as a bridge to their communities. They take back the



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knowledge they have gained from the training workshops and actively disseminate it in their localities, ensuring wider dissemination of ICH conservation practices.

An example of this approach is a workshop in Thailand where the Center trained many facilitators. These facilitators not only contributed to their communities, but also returned to facilitate a subsequent workshop in Laos. This practice demonstrates the ripple effect of the Center's capacity-building efforts, creating a network of ICH advocates who continue to share the knowledge and skills they have gained through the Center's programs.

**The sustainability of CRIHAP could however be strengthened thanks to closer and more frequent collaboration with other Category 2 institutes, member states in the Asia Pacific region.**

These collaborations offer valuable opportunities to tap into diverse expertise, resources, and support to strengthen the Centre's programs and activities. In addition, learning from the experiences and successes of other Category 2 Institutes in the region can provide CRIHAP with valuable insights to strengthen its capacity building initiatives (e.g., through joint-conception of thematic training content with IRCI, expanding outreach of CRIHAP events with ICHCAP), which are currently limited due to the lack of regularity in these collaborations.

While the Center has been quite successful in reaching most part of region, there has been limited intervention in the Pacific. Interviews with facilitators confirmed that the Pacific is very different from Asia when it comes to ICH. Geography is also a factor, with a large number of small island states and the challenge of connecting people across the ocean. There is room to improve the impact of CRIHAP in the Pacific.

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# Conclusions

Based on the results of the evaluation, it is recognized that CRIHAP has made commendable progress in several key areas since its establishment. The Center has become a pillar of ICH safeguarding in the region, enabling the development of ICH capacity in various communities and countries; and increasing the visibility of ICH in the Asia-Pacific region.

The thorough needs assessment process has ensured that training programs are tailored to the specific needs and challenges of countries in the Asia-Pacific region, and specifically Asia. The Center's alignment with UNESCO's goals and objectives and its management structure, characterized by a harmonious team and experienced experts, have provided a strong foundation for its activities. The Centre also has a competent and knowledgeable staff in the field of ICH and collaborated closely with the UNESCO network of facilitators for the implementation of the global capacity-building strategy, whose expertise contributes significantly to the success of its training programs. Internal communication within the Centre is excellent, fostering a collaborative and supportive working environment. Staff work seamlessly with each other and provide assistance whenever needed. It should be noted, however, that the size of the Center's staff was considered relatively small compared to the scope of the activities it seeks to develop.

The Center demonstrated adaptability and resilience during the COVID-19 pandemic. The Center's rapid transition to online training during the COVID-19 pandemic demonstrated its agility and commitment to meeting the needs of participants even in challenging circumstances. This adaptability allowed the Center to continue to deliver high-quality capacity-building programs with minimal disruption to its mission of safeguarding intangible cultural heritage.

However, certain aspects require attention in order to further enhance the Centre's effectiveness and impact. First, addressing the issue of staff language skills is critical, as improved communication in English will enable better collaboration with partners and trainees. In addition, a stronger focus on research and specialized expertise within the staff would further enrich the Center's activities and credibility.

Second, while CRIHAP has implemented some monitoring activities, these could be further solidified through a systematic M&E process for all of the training programs it developed, which hindered opportunities for continuous improvement. In addition, the absence of a sufficient number of available facilitators limited knowledge sharing and hampered the ability to scale up its capacity-building initiatives. To strengthen its sustainability and outreach, the Center should consider implementing a more systematic M&E system.

In addition, the evaluation findings highlight that the Centre has faced challenges in effectively communicating its activities to a wider audience.

The evaluation findings also show that the Centre has encountered limitations in its cooperation with external actors, in particular with other Category 2 institutes and field offices. The level of cooperation with these entities appears to be limited and further efforts may be needed to foster closer engagement and knowledge sharing with them.

Expanding the number and diversity of training topics is essential for CRIHAP's continued growth and impact. However, this expansion will require a larger pool of experts and facilitators to effectively deliver these programs, as well as diversification of funding to more efficiently develop their activities. In this regard the recent expansion of UNESCO's network of facilitators is timely and the support provided by CRIHAP in the training of new facilitators commendable. Based on the findings, the evaluation team strongly recommends renewal of CRIHAP's status

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as a Category 2 Center, and invites the Centre to adopt the recommendations outlined in the appropriate section.

# Recommendations

## *Operational recommendations*

### **1. Strengthen the workforce of CRIHAP**

In order to increase its effectiveness and global reach, CRIHAP needs to expand its staff and prioritize English language skills. Staff expansion is essential to manage the growing workload and implement multiple capacity building programs. English proficiency will facilitate seamless collaboration and knowledge sharing with international partners. In addition, to enhance expertise and credibility, the Center should consider hiring staff with research profiles to ensure high-quality, evidence-based research that can inform training designs.

An interesting approach would be to diversify CRIHAP's recruitment by tapping into different regions in the Asia-Pacific region. By bringing in profiles from different cultural, social and economic backgrounds, CRIHAP can enrich its perspectives and encourage innovative thinking. To facilitate this, CRIHAP could consider implementing a fellowship program. This program could be designed to attract recent university graduates from across the region. As these graduates embark on their professional journeys, offering them internships would not only provide them with practical experience, but also infuse the organization with fresh ideas and perspectives.

### **2. Enhance the visibility of the CRIHAP**

To ensure the sustainability and continued growth of the Center, a systematic approach to communication and visibility is paramount. CRIHAP should prioritize the dissemination of information about its activities through the publication of comprehensive reports and the further development of its digital platforms and social media presence. For example, the Center could develop comprehensive reports and publications upon completion of projects and capacity-building sessions, which could be posted on the CRIHAP website or the UNESCO platform. In addition, CRIHAP could resume its regular newsletter to keep track of ICH in the region and increase its visibility. By maintaining an active and engaging online presence, the Center can expand its reach and connect with a broader audience, including scientists, practitioners, policymakers, and local communities. By systematically and proactively communicating its efforts and achievements, CRIHAP will increase its visibility within the region and beyond.

In order to increase the visibility and global reach of CRIHAP's activities, it is essential to establish a dedicated media relations team or at least one dedicated person, depending on the resources available. By actively engaging with international media platforms and strategically disseminating information about its initiatives, achievements and impact, the Centre can effectively showcase its contributions to ICH safeguards. This media-focused approach will not only raise awareness of the importance of safeguarding intangible cultural heritage, but also attract potential partners, stakeholders and funding opportunities, thus contributing to the sustainable growth and success of the CRIHAP Center.

### **3. Incorporate innovation and technology in the capacity-building activities**

To remain relevant in an ever-changing world, CRIHAP should embrace technology and innovation in its capacity-building programs, including digital learning platforms, virtual workshops, and interactive tools. The use of technology can improve accessibility and

engagement, attract a wider audience, and increase the Center's impact. The Center has already made progress with online training, but to ensure sustainable growth, further research on scaling and optimizing virtual programs is essential. In addition, it is critical to consider target audiences and potential digital divides, and to explore hybrid approaches to address diverse learning contexts and maximize the Center's impact. However, CRIHAP should work closer with UNESCO headquarters to avoid duplication of online platforms and other digital resources. Drawing lessons from the pandemic period, UNESCO is developing learning platforms that could serve CRIHAP, among other Category 2 institutes. In this regard, the evaluation team does not urge CRIHAP to multiply its own digital learning resources.

CRIHAP could furthermore enhance the connection between the trainees, so they could share experiences and exchange knowledge related to ICH safeguarding. By fostering the use of the existing platform, CRIHAP can increase communication and engagement among its participants, facilitate continuous learning, and foster a sense of community within them.

#### **4. Keep on the knowledge transfer with the global network of facilitators and their engagement in delivering training activities**

CRIHAP staff has benefited from the knowledge of the facilitators that are part of the UNESCO global network of facilitators. The Center should continue to trigger the knowledge transfer with the objective to enhance its staff's technical capacity. This approach would have two benefits. First, the technical know-how of CRIHAP staff will be enriched through direct exposure to the complexities and nuances of ICH safeguarding. This would not only deepen their expertise, but also enhance their ability to design targeted capacity building programs and interventions. Second, the closer relationship with the facilitators would foster a collaborative environment that encourages open exchange and innovation. This ongoing interaction would contribute to the development of best practices and ensure that CRIHAP remains current and adaptive in its approaches. The evaluation notes how CRIHAP has already been enriching the training of the facilitators from the UNESCO global network. This is a trend to further encourage.

#### **5. Systematize the Monitoring and Evaluation system**

To improve the Centre's capacity-building programmes, it is essential to systematize the monitoring and evaluation system. By continuously assessing program success and identifying areas for improvement, the Centre can align its efforts with the evolving needs of ICH in Asia-Pacific member countries. In addition, sharing M&E evaluations and publishing reports on the Centre's website can increase visibility and attract stakeholders, funding and partnerships, contributing to CRIHAP's sustainable growth and reputation as a leading institution in the field of intangible cultural heritage safeguarding.

To improve and systematize the M&E system, CRIHAP may consider developing a prototype survey to be administered at the end of each capacity building program. The survey will allow the Center to gather valuable feedback from participants and assess the impact of training initiatives. In addition, establishing a dedicated team responsible for data collection and analysis will ensure the systematic collection of information and improve the overall effectiveness of the M&E process.

#### **6. Update and diversify training content**

To ensure the Centre's alignment with UNESCO's priorities and to promote more inclusive and comprehensive capacity-building initiatives, the integration of the gender dimension is of paramount importance. Gender should be recognized as a key issue in the Centre's training programmes and overall strategy. As UNESCO places great emphasis on gender

equality and women's empowerment, CRIHAP must integrate gender perspectives into its activities as relevant, and ensure that gender issues are adequately addressed in ICH safeguards efforts. By incorporating gender-focused content and recruiting experts with expertise in this area, the Center can contribute to a more holistic and effective approach to the safeguarding and promotion of intangible cultural heritage. This step will not only support UNESCO's goals, but also lead to a more meaningful and sustainable impact in the region. Recruiting new professionals with expertise in this area will be essential to facilitate the expansion and diversification of training offerings.

In addition, CRIHAP could build on its successful strategy of content diversification by incorporating innovative approaches such as workshops centered around the concept of "learning by doing". This approach not only engages participants more actively, but also adheres to the principle of experiential learning, allowing participants to acquire skills and knowledge through practical application. By expanding the range of workshop topics, CRIHAP has the potential to attract a broader audience and cater to different interests and levels of expertise. However, while striving for greater inclusivity, it is important for CRIHAP to strike a delicate balance and ensure that quantity does not compromise the quality of its workshops. Maintaining high standards of content, expertise, and facilitation will be critical to providing meaningful and impactful learning experiences that resonate with participants and maintain CRIHAP's reputation as a valuable hub for heritage conservation and education.

## *Strategic recommendations*

### **7. Strengthen regional collaboration and cooperation.**

As a Category 2 Center in the Asia-Pacific region, CRIHAP should actively develop stronger collaborations with other institutions in the region. By proactively engaging with other CAT2 Institutes and UNESCO Asia-Pacific field offices, the Center can tap into a wealth of expertise and resources. Collaborative partnerships will facilitate knowledge sharing, enabling CRIHAP to learn from successful initiatives and adapt them to the specific needs of the region while keeping the specific of its own mandate-such as the other CAT2 Institutes. By fostering regional collaboration, the Center will be able to collectively address common challenges in ICH safeguarding and achieve a more significant and sustainable impact on ICH safeguarding. By sharing knowledge and experience, CRIHAP can develop culturally sensitive capacity-building initiatives that strengthen the overall safeguarding of ICH in diverse communities throughout the region.

For example, the CRIHAP Center could work with IRCI to develop a specialized training curriculum, combining their expertise to provide comprehensive and high-quality training activities. In addition, fostering partnerships with higher education institutions would enable the center to develop training courses tailored to specific ICH specialties. To further strengthen collaborations, proactive communication and engagement are critical. The Centre should actively disseminate information about its activities and invite various stakeholders, including experts, practitioners and policy makers, to participate in annual workshops and conferences. By creating an inclusive and participatory environment, the CRIHAP Center can strengthen its collaborations and broaden its impact on ICH safeguards in the Asia-Pacific region.

### **8. Reorganize the Center's divisions to enhance efficiency**

While the existing training and research divisions are relevant, a redesign is needed to optimize the Center's performance and workload management.

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First, a new Information and Dissemination Division should be established to effectively manage the Center's communications, public relations and outreach efforts. This unit would be responsible for maintaining a comprehensive database website, managing social media platforms, and disseminating information about the Center's activities, achievements, and ongoing projects. Second, to strengthen the research division, the Center should hire experienced professionals with Ph.D.s to manage and conduct research projects. Strengthening this division with dedicated experts will increase the quality and impact of the Center's research initiatives. In addition, a clear delineation of staff responsibilities and areas of focus should be established within the Training Division. This will allow for an efficient allocation of resources and efforts to specific training programs, ensuring the best possible results. Finally, given the diversity of contexts and needs in the Asia-Pacific region, the Training Division could be restructured on the basis of geographical zones or thematic areas. By adopting a more tailored approach, the Center can provide targeted and relevant capacity-building programs to different communities and stakeholders.

### **9. Enhancing CRIHAP's governance for sustainable success and better governance.**

To improve CRIHAP's governance for sustainable success and better management, the Center should prioritize the implementation of a revised Board rotation policy. Currently, the board rotates after a fixed four-year term for its members, which can result in the loss of valuable expertise and institutional memory. By adopting a more flexible rotation approach, CRIHAP can strike a balance between retaining experienced members and bringing in fresh perspectives.

To achieve this, the center may consider staggered terms for board members, allowing some experts to stay on for longer periods of time while bringing in new members on a regular basis. This approach provides continuity and stability within the board, while incorporating new insights and diverse viewpoints. In addition, by involving former board members in advisory or emeritus roles, CRIHAP can leverage their knowledge and experience to provide valuable guidance to the Center's ongoing activities.



# Annexes

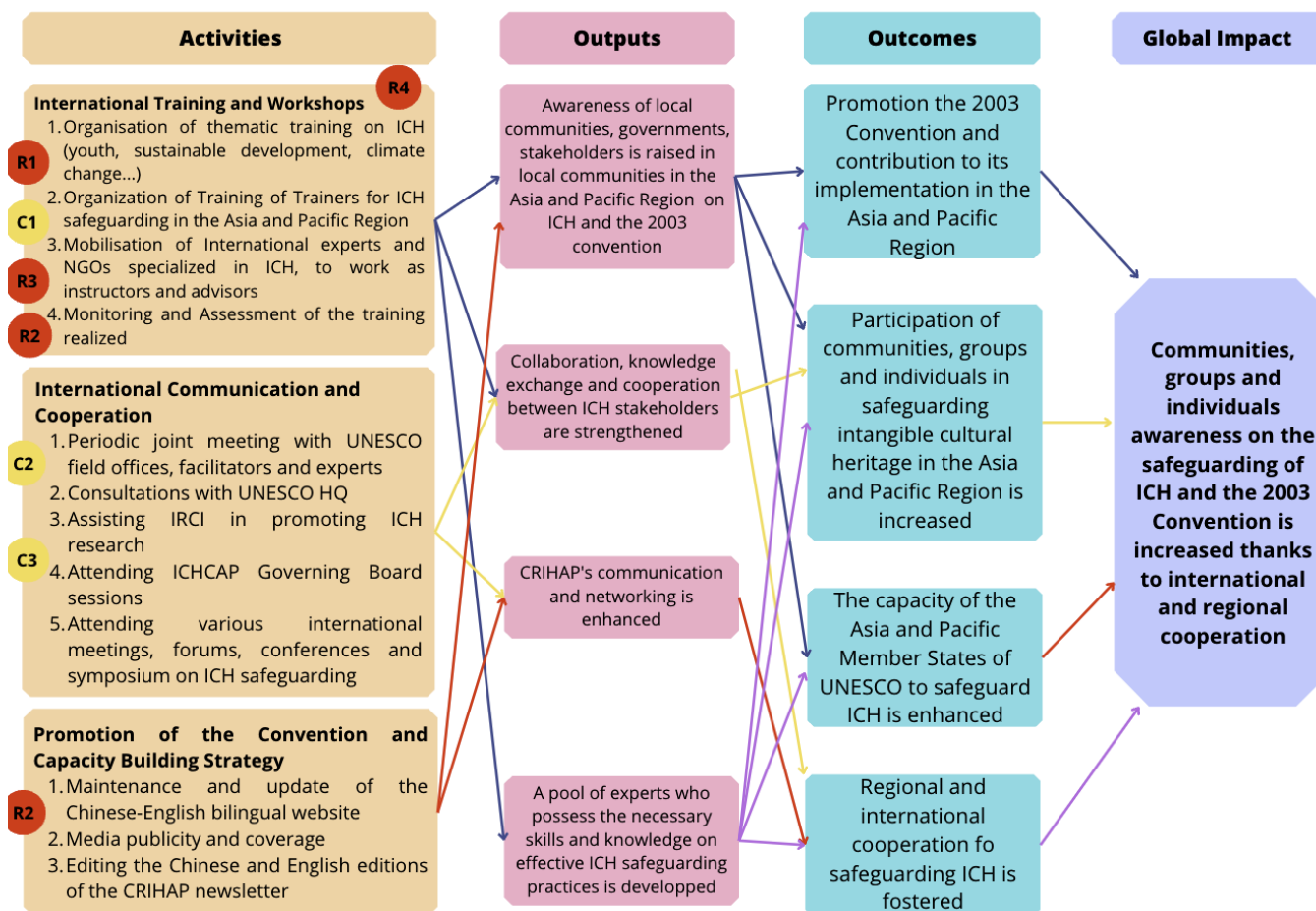
## *Annex 1: List of documents*

<ul style="list-style-type: none"><li>• Evaluation of the International Training Center for Intangible Cultural Heritage in the Asia-Pacific Region (CRIHAP), May 15, 2017.</li></ul>
<ul style="list-style-type: none"><li>• Terms of reference, UNESCO Call for proposals, 2023.</li></ul>
<ul style="list-style-type: none"><li>• Annual Work Reports and Financial Statements</li></ul>
<ul style="list-style-type: none"><li>• Three-year development plan 2016-2018</li></ul>
<ul style="list-style-type: none"><li>• The 2019 Strategy</li></ul>
<ul style="list-style-type: none"><li>• Three-year development plan 2019-2021</li></ul>
<ul style="list-style-type: none"><li>• Medium-Term Development Programme for 2022-2026</li></ul>



## Annex 2: Theory of Change

The Theory of Change (ToC) is a concept applied to initiatives that require complex operational and strategic planning. It aims to design and represent the changes expected during the processes, while reflecting the complexity of their development, illustrating the interaction between the main activities, outputs, outcomes, and global results. Here presented the ToC of the CRIHAP:



## General conditions and risks

- C1** The socio-political situation remains stable in each country
- C2** The safeguarding of ICH must be a priority at the institutional level.
- C3** Governments and key stakeholders must be involved in the discussion around the safeguarding of ICH

- R1** New sanitary restrictions due to COVID-19
- R2** Lack of support from communities and target populations
- R3** Potential natural disasters
- R4** Civil unrest or any other event negatively impacting project implementation in particular events and in person training

### Annex 3: Evaluation matrix

This evaluation matrix has been created based on the six **OECD-DAC evaluation criteria** : **(1) relevance, (2) coherence, (3) effectiveness, (4) efficiency, (5) impact and (6) sustainability**. To frame the data collection and to serve as a normative reference for the main findings, lessons and recommendations, the following evaluation matrix is used in interview questionnaire design and the analysis of the collected data. For each of the major criteria identified, the team of evaluators has added evaluative questions, specific assessment criteria for each question, and sources that will provide the information to answer the assessment criteria.

Evaluation Questions	Assessment criteria	Sources
<b>Relevance</b>		
<ul style="list-style-type: none"> <li>To what extent do the actions of the center conform with UNESCO's strategic program objectives, program priorities and themes?</li> </ul>	<ol style="list-style-type: none"> <li>The Centre's program it's aligned with the UNESCO strategic work program by guaranteeing and promoting the conservation of ICH in each country.</li> <li>Contribution of the Centre's program and activities to safeguarding ICH and the implementation of the 2003 Convention.</li> </ol>	<ul style="list-style-type: none"> <li>Annual Work Reports and Financial Statements</li> <li>Three-year development plan 2016-2018</li> <li>The 2019 Strategy</li> <li>Three-year development plan 2019-2021</li> <li>Medium-Term Development Program for 2022-2026</li> </ul>
<b>Coherence</b>		
<ul style="list-style-type: none"> <li>To which degree does the Centre's activities contribute to global development agendas (e.g. 2030 Agenda) ?</li> </ul>	<ol style="list-style-type: none"> <li>Intervention of the CRIHAP in international arenas on ICH discussions (e.g. UN, international or regional conferences).</li> <li>Contribution on international or regional agreements on ICH safeguarding.</li> <li>Alignment of the Centre's activities with the global development agendas (e.g. SDG's).</li> </ol>	<ul style="list-style-type: none"> <li>Annual Work Reports and Financial Statements</li> <li>Three-year development plan 2016-2018</li> <li>The 2019 Strategy</li> </ul>

<ul style="list-style-type: none"> <li>To what extent does the International Training Centre for Intangible Cultural Heritage in the Asia and Pacific Region complement other actors and stakeholders in the ICH sector?</li> </ul>	<ol style="list-style-type: none"> <li>The center's strong collaboration with local actors and other UNESCO category 2 centers makes its actions complementary.</li> <li>The objectives of the center concerning the safeguarding and promotion of the ICH are aligned with the national strategies of the counties they work with.</li> <li>Working in close collaboration and respecting the 2003 conference makes the Centre an added value in ensuring the promotion and conservation of ICH.</li> </ol>	<ul style="list-style-type: none"> <li>Three-year development plan 2019-2021</li> <li>Medium-Term Development Program for 2022-2026</li> </ul>
<ul style="list-style-type: none"> <li>To what extent do the Centre's objectives and actions are in synergy with the national strategies of the country regarding the Intangible Cultural Heritage?</li> </ul>	<ol style="list-style-type: none"> <li>The objectives of the center concerning the safeguarding and promotion of the ICH are aligned with the national strategies of the counties they work with.</li> <li>The Centre works in synergy with local actors and academic centers to ensure that the objectives of conserving intangible cultural heritage are met.</li> </ol>	
<b>Efficiency</b>		
<ul style="list-style-type: none"> <li>How efficient were the management structure and planning put in place in order to achieve the Centre's objectives?</li> </ul>	<ol style="list-style-type: none"> <li>The high level of communication and coordination between different stakeholders, the government and other category 1 and 2 institutes enabled the efficient implementation of all the activities to achieve its objectives.</li> <li>The Centre worked in close relationship with the national authorities, public or private partners, donors and academic centers</li> </ol>	<ul style="list-style-type: none"> <li>Annual Work Reports and Financial Statements</li> <li>Three-year development plan 2016-2018</li> <li>The 2019 Strategy</li> <li>Three-year development plan 2019-2021</li> </ul>
<ul style="list-style-type: none"> <li>Are there opportunities for increasing the efficiency or usefulness of management and monitoring structures?</li> </ul>	<ol style="list-style-type: none"> <li>Skills of the staff for the design and implementation of the interventions allowed for a smooth execution of activities within the planned time frame.</li> <li>The operational processes and structure (team organization,</li> </ol>	<ul style="list-style-type: none"> <li>Medium-Term Development Program for 2022-2026</li> </ul>

	<p>recruitment, administrative management, accountability mechanisms) allowed for the proper execution of activities.</p> <p>15. Management of the resources was designed and monitored so that the cost of activities was justified in relation to the results observed.</p>	
<b>Effectiveness</b>		
<ul style="list-style-type: none"> <li>To what extent were the programmed activities implemented according to expectations?</li> </ul>	<p>16. ICH experts were mobilized (NGOs, international experts) for the trainings.</p> <p>17. The trainings reached or exceeded the number of expected participants.</p> <p>18. CRIHAP's follow-up mechanisms ensures regular checks on recorded progress concerning the set objectives; and evaluation and audit reports are considered for the program's evolution.</p> <p>19. The role of CRIHAP is considered legitimate regarding international and regional organizations and the media and other channels</p>	<ul style="list-style-type: none"> <li>Annual Work Reports and Financial Statements</li> <li>Three-year development plan 2016-2018</li> <li>The 2019 Strategy</li> <li>Three-year development plan 2019-2021</li> <li>Medium-Term Development Program for 2022-2026</li> </ul>
<ul style="list-style-type: none"> <li>What were the strengths and weaknesses in terms of capacity building and international and regional cooperation ? How has this changed since the beginning of the Agreement?</li> </ul>	<p>20. The strengths of CRIHAP were fully exploited in capacity building, in the promotion of ICH safeguarding and in the creation of regional and international synergies (expertise, dialogue spaces, legitimacy, visibility...)</p> <p>21. CRIHAP has shown its capacity to adapt to unforeseen evolutions, by mobilizing sufficient resources (e.g., integration of unforeseen and strategic activities/projects in the program).</p> <p>22. CRIHAP adopted adequate approaches to remedy identified weaknesses.</p> <p>23. CRIHAP took into account the 2017 evaluation and made measurable progresses</p>	

Impact		
<ul style="list-style-type: none"> <li>• What kind of long-term contributions or differences does the program make?</li> </ul>	<p>24. Member States have requested official membership.</p> <p>25. The capacity-building trainings have led to concrete actions from the participants on the discussed topics.</p> <p>26. International and regional agreements have taken into account contributions from CRIHAP.</p> <p>27. Partnerships have been created between the CRIHAP and the different actors involved (category 1 and 2 institutes, government agencies, local organizations...).</p>	<ul style="list-style-type: none"> <li>• Annual Work Reports and Financial Statements</li> <li>• Three-year development plan 2016-2018</li> <li>• The 2019 Strategy</li> <li>• Three-year development plan 2019-2021</li> <li>• Medium-Term Development Program for 2022-2026</li> </ul>
Sustainability		
<ul style="list-style-type: none"> <li>• What key conditions are relevant to support sustainability of the outcomes and the work of CRIHAP?</li> </ul>	<p>28. The technical and financial resources to ensure sustainable institutional capacity.</p> <p>29. Degree of autonomy of the Centre to implement activities.</p> <p>30. Legal capacity to contract and ensure legal proceedings.</p>	<ul style="list-style-type: none"> <li>• Annual Work Reports and Financial Statements</li> <li>• Three-year development plan 2016-2018</li> <li>• The 2019 Strategy</li> <li>• Three-year development plan 2019-2021</li> <li>• Medium-Term Development Program for 2022-2026</li> </ul>

### **Annex 4: Number of interviews conducted.**

#### **Online interviews**

<b>Name</b>	<b>Role / Position</b>
SCHNUTTGEN Susanne	Chief of Capacity Building Unit at UNESCO HQ
GURUNG Himalchuli	Chief of the Asia and the Pacific Unit at the World Heritage Centre, UNESCO HQ (formerly Chief of Culture Unit at UNESCO Beijing Office)
HANH Duong Bich	Chief of Culture Unit at UNESCO Beijing Office
CURTIS Tim	Secretary of the 2003 Convention at UNESCO HQ
OGGE Suzanne	UNESCO facilitator
NEMANI Sipriano	UNESCO facilitator

#### **In person Interviews**

<b>Name</b>	<b>Role / Position</b>
WANG Fuzhou	Vice President of Chinese National Academy of Arts; Director General of China National Center for Safeguarding Intangible Cultural Heritage
LIANG Bin	Director General of CRIHAP
ZHANG Jing	Deputy Director General of CRIHAP
CUI Ying	Deputy Secretary General, Chinese National Commission for UNESCO
BAMO Qubumo	Vice President, China Folklore Society; Director, The Institute of Ethnic Literature (IEL) of the Chinese Academy of Social Sciences (CASS)
ZHANG Xu	Chairperson of the CRIHAP Governing Board; Former Member of the Leadership and Vice Minister of the Ministry of Culture and Tourism, P.R. China
WANG Yongjian	Secretary of the CPC Party committee; First Inspector, Bureau of International

	Exchanges and Cooperation, Ministry of Culture and Tourism, P.R. China.
CHEN Yajuan	Director, General Office, CRIHAP
GE Yuqing	Director, Training Division, CRIHAP, Researcher
YUAN Jie	Deputy Director, Research Division, CRIHAP, Associate Fellow
XU Mingji	Staff General Office, CRIHAP
YANG Huan	
QIAO Zheng	
LIU Guozheng	
TANG Haijiao	
SHI Xuan	
YANG Kaibo	
DONG Jingru	
CHEN Xiaoxi	Staff, Research Division, CRIHAP
SHEN Ce	Staff, Research Division, CRIHAP, Associate Fellow
Yang Nai	



## Annex 5: Interview guides

### Interview guide for CRIHAP Staff

<b>Interview with:</b>	
<b>Interviewee role/position:</b>	
<b>Date and time:</b>	

### Interview Questions

Question	EQ
<b>Relevance</b>	
1. How relevant are the Centre's programs and activities in contributing to UNESCO's program for safeguarding intangible cultural heritage and effectively implementing the 2003 Convention?	EQ1
2. How would you describe the added value of the Centre and how it contributes to the ICHs safeguarding?	EQ2
3. How relevant is the Centre's contribution to global development agendas? And to the regional and national agendas?	EQ2 / EQ4
<b>Coherence</b>	
4. To what extent did the Centre collaborate with other actors in the Asian Pacific region with the objective of safeguard the ICH?	EQ3
5. To what extent does the Centres objectives and strategies align with the national objectives of safeguarding the ICH?	EQ6
<b>Efficiency</b>	

6. To what extent does the Centre coordinate and interact with UNESCO, including at headquarters and field offices levels?	EQ5
7. To what extent is the internal communication within the Centre help to the planification and implementation of the Centres activities?	EQ5
8. Are the Centre's governance, including organizational arrangements, management, human and financial resources, and accountability mechanisms sufficient for the effective implementation of the Centres activities and programmes?	EQ5
<b>Effectiveness and Impacts</b>	
9. To what extent have the Centre's objectives, as defined in the agreement with UNESCO, been achieved?	EQ7
10. What are the achievements of the CRIHAP Centre and the program for safeguarding ICH in formal and non-formal education?	EQ7 / EQ8
11. According to you, what were the strengths and weaknesses in terms of capacity building and international and regional cooperation ?	EQ7
12. According to you, what are the biggest impacts of the Institute in safeguarding ICH?	EQ8
<b>Sustainability</b>	
13. What strategies could be implemented to scale up the achievements made by the Institute?	EQ10

### Interview guide for UNESCO HQ

<b>Interview with:</b>	
<b>Interviewee role/position:</b>	
<b>Date and time:</b>	

### Interview Questions

Question	EQ
<b>Relevance</b>	
1. How relevant are the Centre's programs and activities in contributing to UNESCO's program for safeguarding intangible cultural heritage and effectively implementing the 2003 Convention?	EQ1
2. How would you describe the added value of the Centre and how it contributes to the ICHs safeguarding?	EQ2
3. How relevant is the Centre's contribution to global development agendas? And to the regional and national agendas?	EQ2 / EQ4
<b>Coherence</b>	
4. To what extent does the Centres objectives and strategies align with the national objectives of safeguarding the ICH?	EQ6
<b>Efficiency</b>	
5. To what extent does the Centre coordinate and interact with UNESCO headquarters and field offices levels?	EQ5
6. Are the Centre's governance and human and financial resources sufficient for the effective implementation of the Centres activities and programmes?	EQ5

<b>Effectiveness and Impacts</b>	
7. To what extent have the Centre's objectives, as defined in the agreement with UNESCO, been achieved?	EQ8
8. What are the achievements of the CRIHAP Centre and the program for safeguarding ICH ?	EQ8 / EQ10
<b>Sustainability</b>	
9. What strategies could be implemented to scale up the achievements made by the Institute?	EQ10

### Interview questions for the Centre's partners

<b>Interview with:</b>	
<b>Interviewee role/position:</b>	
<b>Date and time:</b>	

### Interview Questions

<b>Question</b>	<b>EQ</b>
<b>Relevance</b>	
1. According to you, how relevant are the Centre's programs and activities for safeguarding ICH?	EQ1
2. How would you describe the added value of the Centre and how it contributes to the ICHs safeguarding?	EQ2
<b>Coherence</b>	
3. To what extent did the Centre collaborate with you and other actors in the Asian Pacific region with the objective of safeguard the ICH?	EQ3 - For NGOs or Academic institutions
4. To what extent does the Centres objectives and strategies align with the national objectives of safeguarding the ICH?	EQ6 - For governments
<b>Efficiency</b>	
5. Are the Centre's governance, management, and human and financial resources sufficient for the effective implementation of the Centres activities and programmes?	EQ5
<b>Effectiveness</b>	

6. What are the achievements of the CRIHAP Centre and the program for safeguarding ICH?	EQ7 / EQ8
7. According to you, what were the strengths and weaknesses in terms of capacity building and international and regional cooperation ?	EQ7
<b>Sustainability</b>	
8. What strategies could be implemented to scale up the achievements made by the Institute?	EQ10

## **Annex 6: Lessons learned.**

This benchmark analysis presents a comprehensive evaluation of two Category 2 institutes, namely the International Research Centre for Intangible Cultural Heritage in the Asia-Pacific Region under the Auspices of UNESCO (IRCI) and the International Information and Networking Centre for Intangible Cultural Heritage in the Asia-Pacific Region (IHCAP). These institutes were chosen for analysis due to their specialized focus on Intangible Cultural Heritage (ICH) and their regional centering within the Asian-Pacific region. The evaluation team conducted an in-depth desk review of the institutes' evaluations and activity reports to gather essential information for the analysis. However, due to limited access to data, the team was only able to conduct interviews with a select number of IRCI staff members. Despite the limitations, this analysis provides valuable insights and offers a reference point for the CRIHAP Center's future development.

Through this analysis, the CRIHAP Center seeks to explore and identify best practices in various areas including, networking, international cooperation, and regionalization of the institutes. By studying the approaches and successes of the IRCI and IHCAP, the CRIHAP Center can draw inspiration for its next phase and further enhance its capacity-building programs in safeguarding ICH.

### **Regional cooperation and networking**

Covering the Asia Pacific region is of utmost importance for the Category 2 Center, not only because it aligns with its mandate as a Category 2 Center, but also because it provides them with a unique opportunity to collaborate with various institutions and stakeholders, thus expanding their impact on ICH safeguarding. By actively engaging with the diverse countries and communities in the region, the centers can contribute to safeguarding and promoting the rich cultural heritage of Asia Pacific, which is home to a vast array of living traditions and practices.

In the IHCAP experience, the collaboration has been successful based on project-based cooperation. For instance, IHCAP's collaboration with UNESCO field offices in the region primarily revolves around project-based initiatives and organizing workshops and events related to ICH. The Center's efforts have been well-received, especially in countries where they have previously implemented activities, such as Indonesia, the Philippines, the Fiji Islands, and Central Asian countries like Kyrgyzstan. In these countries, IHCAP's role and contributions to ICH safeguarding have been fully appreciated, reflecting the positive impact of their engagement with UNESCO field offices.<sup>3</sup> Even in countries where interactions have been less intense, UNESCO field offices acknowledge the significance of IHCAP's actions. This acknowledgment showcases the value of IHCAP's engagement and its potential to foster meaningful collaborations with various stakeholders, contributing to the safeguarding and promotion of ICH in the Asia Pacific region.

It's notable to mention that these collaborations have been fostered through the regular and constant communication between IHCAP and the UNESCO field offices. The active involvement of the field offices in IHCAP's activities and workshops has further strengthened their relationship. By continuing to nurture and expand these collaborative efforts, IHCAP maximizes its impact.

Similarly, to the IHCAP, the IRCI maintains a strong network and collaboration with various institutions in Japan and the Asia-Pacific region, emphasizing research for safeguarding ICH.

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<sup>3</sup> ECI IHCAP Draft Final report 2601 (2016)



Despite initial challenges, as revealed in the 2015 evaluation<sup>4</sup>, the IRCI has successfully fostered cooperation with approximately 30 institutions, implementing joint projects, including field research, information collection, and international conferences, fostering good collaboration with these diverse partners. Over time, the center has successfully established and maintained strong cooperation with various research institutions, universities, museums, government agencies, and NGOs in Japan and the Asia-Pacific region.

To further strengthen its networks, IRCI initiated a series of expert meetings aimed at promoting discussions among ICH researchers in the region. Building on the outcomes of these meetings, the IRCI Researchers Forum on ICH Safeguarding in the Asia-Pacific Region was established biennially in 2017. These forums serve as a platform to enhance the network of researchers and facilitate interdisciplinary discussions on specific themes related to ICH safeguarding. Through these ongoing efforts, IRCI has strengthened its collaboration with research institutes and researchers in the region, promoting a robust network for academic discussions and fostering collective efforts towards safeguarding ICH in the Asia-Pacific.

The IRCI also has a Researchers Forum on ICH Safeguarding in the Asia-Pacific Region that serves as a valuable platform for interdisciplinary discussions and knowledge exchange among researchers, further solidifying the center's network and collective efforts towards safeguarding ICH in the region.

The ICHCAP and IRCI both demonstrate a strong commitment to regionalization and cooperation in safeguarding ICH. Through constant communication, invitations, and active involvement of partners, both centers have successfully established valuable collaborations with various institutions and organizations in the Asia-Pacific region. Their efforts to build and strengthen networks through joint projects, expert meetings, and academic forums have been instrumental in fostering interdisciplinary discussions and knowledge exchange. Additionally, by making their activities visible and inclusive, they have effectively expanded their impact and influence within the region.

### Good Practice

Based on the successful experiences of ICHCAP and IRCI in regional cooperation and networking, the CRIHAP should actively engage in fostering partnerships by emphasizing project-based cooperation and fostering collective projects with different actors and stakeholders. The center can collaborate on joint initiatives, workshops, and events related to ICH safeguarding. This strategy allows for a targeted and focused approach to address specific challenges and also promotes meaningful engagement with diverse institutions, governments, and communities.

The center can create a network of allies committed to the safeguarding and promotion of the region's cultural heritage. Additionally, such partnerships can provide valuable opportunities for knowledge exchange, capacity-building, and best practice sharing, contributing to the overall growth and development of ICH safeguarding efforts in the Asia-Pacific region.

To enhance the effectiveness of these collaborations, the CRIHAP should prioritize regular and open communication with its partners. This constant dialogue ensures that the center remains responsive to the evolving needs and challenges faced by the region's diverse cultural communities. By maintaining transparent and continuous lines of communication, the CRIHAP can foster stronger relationships, trust, and mutual understanding among its network of partners.

<sup>4</sup> Evaluation\_Report\_IRCI\_EN.pdf (2015) Available: [https://www.irci.jp/wp\\_files/wp-content/uploads/2018/02/Evaluation\\_Report\\_IRCI\\_EN.pdf](https://www.irci.jp/wp_files/wp-content/uploads/2018/02/Evaluation_Report_IRCI_EN.pdf)

## Visibility of the Centre

Visibility is a crucial aspect for Category 2 centers like ICHCAP and IRCI to effectively disseminate information and enhance their impact.

ICHCAP, for instance, has developed a comprehensive database with over 5,000 entries, including texts, pictures, organizations, persons, and publications. This valuable resource is partially accessible to the public through the e-Knowledge Centre on the ICHCAP website, facilitating the sharing of documents related to their activities, primarily in English. Additionally, ICHCAP's effective actions in enhancing the visibility of the Convention in the Asia-Pacific region are evident through their publications and the establishment of a strong network of cooperation involving numerous experts. Their specialized office of information and research, including a Digital content development Team, enables focused communication efforts and dedicated research initiatives, ultimately increasing their visibility and outreach to a broader audience.

On the other hand, IRCI also recognizes the significance of visibility and has taken steps to address this aspect. The center has an office of information and research equipped with a Digital Contents Development Team, allowing them to focus on effectively communicating their activities to a wider audience. By having a dedicated research department, IRCI can devote its time and resources to advancing its research objectives, further contributing to its visibility and recognition in the field of intangible cultural heritage.

In both cases, the availability of databases and the establishment of dedicated teams for information dissemination and research activities significantly contribute to the centers' efforts to enhance their visibility. By effectively communicating their work and fostering strong networks of cooperation, ICHCAP, and IRCI can maximize their impact and reach, aligning with UNESCO's priorities while becoming recognized and influential hubs in the field of intangible cultural heritage safeguarding.

### Good Practice

The development of a comprehensive database website is a fundamental pathway that the Center should prioritize to enhance its communication with the broader public, partners, and stakeholders. Establishing a user-friendly and regularly updated website would serve as a centralized platform to showcase the Center's activities, projects, and initiatives in an organized and accessible manner. This approach ensures transparency and visibility. This also facilitates easy access to information for interested parties.

To effectively publish and showcase the Center's activities, a dedicated team responsible for managing and updating the website is crucial. This team would be responsible for regularly posting news, events, and progress reports, keeping the website dynamic and informative. A department dedicated to information dissemination would be decisive in having an effective visibility of the center. The website could present the Center's activities in different formats, such as articles, blogs, photo galleries, and videos, to cater to diverse audiences and engage them through various channels.

Furthermore, the website could incorporate interactive features like comment sections or contact forms to encourage audience engagement, feedback, and inquiries. This way, the Center can foster a closer connection with its stakeholders and maintain a continuous dialogue with the public.