

Review of the Regional Centre for the Safeguarding of the Intangible Cultural Heritage of Latin America (CRESPIAL)

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Executive Summary

This executive summary contains a synopsis of the main aspects of the review report.

The main **aim** of the review was to assess the Centre's performance in relation to its objectives and functions, as set out in the Agreement between UNESCO and the Peruvian Government (hereinafter referred to as the Agreement), and its contributions to UNESCO's strategic programme objectives.

This review was commissioned by the Secretariat of the UNESCO Convention for the Safeguarding of Intangible Cultural Heritage¹ (the Convention) at UNESCO's Headquarters in Paris and formed part of the Agreement renewal process. The Review Committee on Category 2 Centres will use the review findings to make its recommendation to the Director-General on the advisability of renewing the Agreement.

The **methodology** used was eclectic and consisted of an analysis of secondary documentation, active observation of management processes (the Executive Committee and the Governing Board), semi-open bilateral interviews and subsequent validation comprising further bilateral interviews, held to confirm initial findings, and a preliminary report that was shared for validation purposes with UNESCO, CRESPIAL, the Government of Peru and all interviewees. The final report was at last drafted, taking into consideration the comments received and observing the principles of independence and neutrality established by the United Nations Evaluation Group (UNEG). A list of interviewees is provided in Annex I.

The main criteria that guided the review were relevance, efficiency, quality and effectiveness. It is considered that appropriate and sufficient information was gathered for the review to be deemed exhaustive, fair and unbiased. Given the nature and objectives of the review, the main constraint was the lack of objective or quantitative sources, but that was offset by triangulating information from various sources and validation as mentioned above.

The review revealed that the Regional Centre for the Safeguarding of the Intangible Cultural Heritage of Latin America (CRESPIAL) had become established as a body that was respected and highly valued by the countries in the region, as demonstrated by the growth of its membership from six to fourteen States. That position enabled it to advance its objectives. Among other things, the countries valued in particular its ability to promote linkages, exchange and dissemination of intangible cultural heritage (ICH) among the countries and thus enhance cooperation and consistency both in ICH-safeguarding approaches and public policies and in using available ICH resources more efficiently, while even leveraging additional resources. Exchange was especially valuable to countries at the incipient stage because they could gain, through CRESPIAL, from other, more advanced, countries' experience and expertise, and to transboundary cultural expressions.

CRESPIAL definitely fulfilled its objectives and discharged its functions in accordance with the Agreement but made little contribution to UNESCO's strategic objectives, largely because they were not listed in the Agreement. It is therefore recommended that Article 3 of the Agreement be amended to refer specifically to the connection with UNESCO and its strategic objectives, in line with the amendments proposed in document 37 C/18.

There was agreement on CRESPIAL's role in promoting the UNESCO Convention and awareness of the importance of the alliance with UNESCO, which made CRESPIAL independent and regional in character, despite being financed by only one country. Recognition of its standing had not, however, led to genuine commitment to UNESCO's objectives under the Agreement. The main identified causes of that shortcoming were that the Agreement stipulated generic responsibilities only; the management and oversight structure excluded UNESCO; UNESCO did not provide funds to CRESPIAL; people in the countries believed that UNESCO did not understand real-life situations and challenges in the region; people in the countries did not know exactly what "category 2 centre" connoted.

CRESPIAL's **management structure** consisted of a Governing Board and an Executive Committee. The Governing Board initially included civil-society representatives, as required in the Convention, but the

¹ 2003.

practice was discontinued for financial reasons and because representativeness and meaningful involvement could not be guaranteed. It was concluded that, on account of CRESPIAL's size and nature, substantive civil-society participation in the management bodies was not sustainable. It is therefore recommended that the Agreement be amended to reflect this fact, instead seeking to strengthen civil-society involvement in other technical bodies, such as multinational programme groups, and that the countries' understanding of the importance of civil society's role in these processes be strengthened.

The participants agreed that the **management and administration** of CRESPIAL had improved significantly in the last two years. However, the review concluded that the efficacy of CRESPIAL would be improved by sharpening its focus, which would entail setting clear and measurable objectives and goals geared to results-based management (RBM). In order to fulfil the commitments contained in the Agreement, the ways in which they support UNESCO's objectives must be stated clearly.

Decisions were made mainly in the Executive Committee, and the main working documents were approved at annual Governing Board meetings. It had been deemed to be a good practice that the Governing Board sat for two days, which permitted a more extensive dialogue, but the Board was found to be primarily an administrative body that engaged in little in-depth discussion, mainly because documents for approval were issued just before meetings began, at time when countries were particularly busy and thus had little time to dedicate to the process. In addition, although the Agreement provided that CRESPIAL was committed to UNESCO's strategic objectives, UNESCO was not included in the management and decision-making structure. In order to strengthen the effectiveness of the Governing Board and Executive Committee, strategic and operational plans must be discussed more widely, both with the countries and with UNESCO, before submission for approval. To that end, it is recommended that dialogue regarding the documents for approval be commenced much earlier and that the final version be received by countries two weeks before the meeting.² In order to ensure alignment with the strategic priorities, it is recommended that UNESCO be included at the drafting stage, before strategic and operational plans are distributed to the Governing Board. It is also recommended that the Governing Board and Executive Committee meetings be moved to the start of the year and that they be staggered, if possible, so that more time is available to incorporate the discussions into the text to be approved.

CRESPIAL reported to the Governing Board and Executive Committee through a biennial report, which provided a generic overview of activities, results and budgets. It did not report to UNESCO or to the Government of Peru.³ The review concluded that oversight was insufficient and it is recommended that reports be issued more frequently, so that every six months simple reports detailing progress made and challenges faced and providing an updated financial breakdown are distributed, in line with the conclusions of the first meeting of category 2 centres in Sozopol. It is also recommended that the responsibilities of the UNESCO focal points be increased to formalize the monitoring of these reports. In addition to being consistent with the Paris Accords, this would have the advantage of promoting a direct and concrete line of dialogue between CRESPIAL and UNESCO, thus strengthening communication, in line with the Sozopol conclusions.

Pursuant to the Agreement, CRESPIAL was financed by the Government of Peru, but CRESPIAL had sought to increase funding for its activities through direct contributions from the countries. An estimate submitted by the CRESPIAL team showed that, in 2013, countries contributed, through direct support to activities,⁴ US \$483,372, nearly twice the amount provided by the Government of Peru. It was therefore necessary to adapt to the countries' demands and to negotiate objectives, with the attendant risks of dispersal of strategic aims and diversion of human resources. Another challenge associated with the financing system was the tendency to work with countries that had greater financial resources, which also tended to be the most advanced in ICH terms. To avoid dispersal, it is recommended, on the basis of the review, that a focusing exercise be carried out in order to identify priority areas and eliminate activities that cannot be justified within those parameters.

² At UNESCO, the statutory deadline for publishing the working documents of the governing bodies of the Convention is four weeks before commencement of the meeting.

³ In 2013, the Government of Peru requested a report on the budget for the current year (disbursement and expected expenditure).

⁴ Given the nature of CRESPIAL, it is difficult, if not administratively impossible, for the other countries to transfer funds directly to it.

The countries acknowledged unanimously the high level of commitment and dedication of the CRESPIAL staff. Training of the team has been identified as a goal in the strategic plan for 2014, but the areas that must be strengthened have not been specified. The priority training areas identified during the review were: (1) RBM-gearred programme management, including the ability to plan to achieve sustainable, realistic and measurable targets and goals, and identify indicators correlates with UNESCO's monitoring and evaluation (M&E) indicators; and (2) strengthening of the gender perspective, both theoretically and practically, especially in relation to work with communities. Without such training, women's roles in the community were liable to be overlooked or simplified when devising support for safeguarding activities.

The review concluded that CRESPIAL could not have experts on its team to meet all of the countries' demands and, consequently, it is recommended that it provide access to expertise through a database of regional ICH specialists,⁵ and ⁶ which would therefore include human resources, tools and methodologies potentially useful to the countries.

CRESPIAL communicated with UNESCO through the Director-General's representative in Havana and the focal point for Latin America at the Secretariat in Paris. Although there was consensus that communication between UNESCO and CRESPIAL had improved, it still lacked clear objectives and procedures, and it was consequently ad hoc and unsatisfactory to both parties. It was concluded that the flow of information was insufficient, and it is recommended that communication be improved, in line with the Sozopol conclusions, through regular bilateral meetings between UNESCO and CRESPIAL, and that communication channels and responsibilities between the two institutions be agreed upon. Some members of the Governing Body reported that communication within CRESPIAL, and between CRESPIAL and the countries, had deteriorated. It would therefore be advisable for procedures, communication channels and CRESPIAL's responsibilities towards its members, for example, through newsletters, to be spelt out in bilateral agreements, which would support the above-mentioned recommendation on stronger dialogue among Governing Body members before approval of operational and strategic plans.

At the programme level, CRESPIAL had identified four focus areas, namely (1) multinational projects, (2) ICH promotion and awareness-raising, (3) network creation and training for institution building, and (4) strategic alliances to ensure ICH institutional sustainability.

The main strength of the **multinational projects** thematic area lay in its capacity to root dialogue in actual agreements, whether they be common technical criteria or public-policy guidelines, which was; important in transboundary ICH cases. As an international body, CRESPIAL was in a unique position and constituted a key platform for ensuring alignment with UNESCO's vision. That function was highly prized by the member countries and was regarded by the reviewer as a key aspect of CRESPIAL's work and of great potential to UNESCO.

The main weaknesses identified were the lack of meaningful participation by communities and emphasis on registering rather than safeguarding. Several participants stressed, however, that neither safeguarding nor community activities were matters for a regional centre such as CRESPIAL but, rather, should fall to the countries. The reviewer considers that CRESPIAL's role should be to ensure that the countries have appropriate and sufficient knowledge and tools to develop inclusive methodologies focused on safeguarding (going beyond merely documenting and increasing visibility), and to align those methodologies with UNESCO's national training strategies. In short, CRESPIAL should play primarily a capacity-building role.

The **promotion and awareness-raising** thematic area had focused on photography and video competitions, virtual workshops on participatory ICH-recording methods and the disbursement of competitive funding. Other activities included the coordination and conduct of activities to celebrate the tenth anniversary of the UNESCO ICH Convention and maintenance of CRESPIAL's virtual platform. It was concluded that those activities promoted the awareness-raising and promotion objectives set in

⁵ The CRESPIAL team considered that "it is too soon to use of the term "expert", as there are no registered ICH specialists or accreditation and certification institutions, because the work entailed is multisectoral and multidisciplinary". Therefore, the term "expert" has been replaced by "specialist", which will be used to refer to specialists in the various safeguarding fields.

⁶ UNESCO has an international database of ICH experts, which could be used and which the countries themselves could help to update.

the CRESPIAL Agreement but, owing to the scale of the achievements and the identified need for a sharper focus, it is recommended that objectives and expected results for this year be defined more clearly than merely as products, so that resources will not be diluted without obtaining clear results owing to the current lack of definition.

The purpose of the **network creation and training** thematic area was to strengthen the technical capacity of CRESPIAL Member States and was, therefore, the area most directly linked to the UNESCO objectives. However, it was also one of the areas of greatest disagreement, in terms of both content and form. The review concluded that institution building was a critical part of CRESPIAL's role and was largely achieved by supporting multinational projects. Nonetheless, it would be necessary to continue and strengthen training through courses by formulating a strategy that identified clear priorities, methodologies and objectives to guide the design of methodologically more robust courses.

The goal of the fourth thematic area, **strategic alliances**, was to establish and strengthen strategic alliances. Its main achievements included doubling the number of CRESPIAL member countries, increasing the financing of CRESPIAL until 2020 and securing the countries' economic support for the Centre's activities. As the member countries have displayed a high level of commitment and ownership, it could be said that CRESPIAL effectively represents the national governments in ICH matters.

Furthermore, activities were carried out with institutions such as Venezuela's Cultural Diversity Centre Foundation, Brazil's Lucio Costa Centre and Colombia's Radio and Television corporation, but the strategic objective that led to the establishment of those alliances was not clear.

The review concluded that the thematic area had great potential and formed part of CRESPIAL's key objectives, but currently lacked a clear strategy and clear objectives. For that reason, and as recommended for other thematic areas, the objectives must be set more clearly to guide future action in this area.

The review concluded that, in its short existence, CRESPIAL had achieved recognition and credibility as an intermediary in strengthening the safeguarding work of the countries in the region. As such, it was potentially a valuable ally for UNESCO in the implementation of the Convention. Therefore, it is recommended that the Agreement be renewed, but its objectives are currently not clear. As the objectives are not clear, it is difficult to formulate efficient strategies, leading to some dilution of impact and to inefficient use of available resources. If the Agreement is to be renewed, its focus areas must be clarified.

It was concluded that CRESPIAL's main strength was its organizational role as a regional centre capable of convening and promoting dialogue, which was enhanced by its technical work on multinational projects, conceptual discussions could be grounded and CRESPIAL's Member States' public policies, methodologies and safeguarding plans could be aligned with the Convention. Owing to its nature and characteristics, it could neither play a technical role at the country or community levels nor carry out safeguarding activities directly. In addition, CRESPIAL's activities could leverage human and financial resources, as well as commitment from the countries to safeguard ICH. Consequently, it could play a key role in UNESCO's strategy designed to promote institution building and the Convention.

Methodology

The purpose, scope and context of the review exercise and the methodology, tools and other collection and validation methods used are outlined in this section.

Purpose, context and scope

The Regional Centre for the Safeguarding of the Intangible Cultural Heritage of Latin America (CRESPIAL) is a category 2 centre established under the auspices of UNESCO pursuant to an Agreement between UNESCO and the Government of Peru (the Agreement). CRESPIAL has its headquarters in Cuzco, Peru.

The main purpose of the review was to assess the Centre's performance in relation to its objectives and functions under the Agreement and its contributions to UNESCO's strategic programme objectives and the thematic priorities.

The Review Committee on Category 2 Centres will use the review findings to make its recommendation to the Director-General, who will in turn decide on that basis on the advisability of renewing the Agreement with the Government of Peru.

Data collection, verification and analysis methods

In accordance with the terms of reference, the review consisted of four stages:

- the preparation and study stage, during which the documents and information provided were reviewed and the necessary tools were prepared (see Annex III – Question guide for the bilateral interviews);
- the second stage, involving the collection of primary information through semi-open interviews and direct observation (as an observer at the seventh meeting of the Executive Board and the entire Governing Board meeting from 6 to 8 November 2013 in the city of Cuzco);
- the third stage, during which a preliminary report was drafted according to the structure proposed in the terms of reference;
- the final report stage, during which comments received were validated and incorporated, as appropriate.

As it was necessary to adapt to the availability of the parties, these methodologically differentiated stages were, on occasion, conducted simultaneously.

The **methodology** used was eclectic and consisted of an analysis of secondary documentation, active observation of management processes (Executive Committee and Governing Board) and two types of semi-open bilateral interviews – one based on the terms of reference and another designed to confirm initial assumptions and findings.

The interviewees included: the members of the Secretariat of the Convention for the Safeguarding of Intangible Cultural Heritage (UNESCO Paris) who worked with CRESPIAL; the UNESCO Director-General's representative on the Governing Board of CRESPIAL, Fernando Brugman (UNESCO Regional Office in Havana); and David Ugarte, Director of the Decentralized Culture Department of Cuzco. In addition, three meetings were held with the CRESPIAL team (an interview with the Director, a focus group with the management and a focus group with the technical team) and bilateral interviews were conducted with nine of the fourteen CRESPIAL Member States. The interviewees are listed in Annex I. The countries covered by the interviews were selected with the support of UNESCO and CRESPIAL, the aim being to obtain a significant sample according to various characteristics such as size and length of CRESPIAL membership. An effort was made to ensure that more than one focal point participated if there had been a recent change of staff, or to contact former focal points in order to obtain more information. The interviews were conducted face-to-face, by telephone and on Skype.

The main review **criteria** were relevance, efficiency, quality and effectiveness.

The **validation process** was based on the principle of triangulation and reinforced by the preliminary report which was shared for validation with UNESCO, CRESPIAL, the Government of Peru and all interview participants. The final report was then drafted, taking into account the comments and suggestions received, in accordance with the principles of independence, neutrality and the other UNEG-established principles and standards.⁷

It is considered that reliable and sufficient information was gathered to fulfil the specific objectives and for the review to be deemed exhaustive, fair and unbiased.

⁷ United Nations Evaluation Group.

The main constraint, given the nature and objectives of the review, was the lack of objective or quantitative sources, but that was offset by drawing on a variety of sources and by triangulating the results.

Findings

This main review findings and conclusions are set out in this section.

Management structure

CRESPIAL was established as a category 2 centre under UNESCO's auspices after an agreement was signed by UNESCO and the Government of Peru (the Agreement) on 22 February 2006. Under the Agreement, CRESPIAL is defined as "an international autonomous institution at the service of Member States" and, as a category 2 centre, it is governed by the implementation strategy formulated for UNESCO category 2 centres (35 C/Resolution 90).

CRESPIAL had a dual governing structure, as set out in the Agreement, comprising a Governing Board and an Executive Committee. The Executive Committee met twice yearly and comprised representatives of five member countries. The Governing Board met once yearly and was composed of representatives of all CRESPIAL Member States; UNESCO was represented by the Director-General's representative. All members had equal voting rights. Attempts to hold additional virtual meetings were described as inadequate, owing primarily to technological constraints.

Initially, in accordance with the Convention, one civil-society representative from each member country sat on the Governing Board, but the practice of including civil society had been discontinued. There was one civil-society member (from Brazil) on the Governing Board in 2012 but there were no civil society representatives in 2013. The practice had been discontinued mainly for financial reasons, as a result of the rise in the number of Member States. Furthermore, it was stressed that the practice posed a challenge for the countries as there were no criteria for selecting participants. Moreover, it was difficult to guarantee representativeness as there were various civil-society groups in each country and several potential representatives within a given group. Besides, it was difficult to achieve continuity among civil-society representatives and the participants felt that they could not in some cases contribute to decision-making because they had little knowledge of the issues.

The reviewer agrees that civil-society participation in the Governing Board is not particularly sustainable in practice as it would raise the number of Governing Board members involved in decision-making to 28 (plus 28 airline tickets). More significantly, the reviewer agrees with the interviewees that it would be practically impossible to guarantee meaningful representativeness or participation for, owing to CRESPIAL's intergovernmental nature, civil-society representation seems irrelevant. It was concluded that it would be more appropriate to seek civil-society participation in the technical working groups and in the proposed Observatory on Plans and Public Policies.⁸

The Governing Board sat for approximately two days, which was regarded as a good practice as it permitted more extensive dialogue and boosted the countries' sense of belonging to CRESPIAL. It was found, however, that the Governing Board played an administrative rather than a substantive role, largely because meeting documents were not available sufficiently far in advance, which limited the Governing Board members' ability to contribute and to make proposals and recommendations. It was concluded that Member States must receive the documents sufficiently far in advance, in order to participate meaningfully. Furthermore, as a mechanism to facilitate fulfilment of the commitments under the Agreement, it is recommended that UNESCO be included at the development stage when plans and strategy are being designed, in order to achieve alignment between the two institutions, which is not currently the case. Although, as a category 2 centre, CRESPIAL has legal and functional

⁸ The Observatory, a CRESPIAL initiative that, is still being defined, will be a forum in which United Nations and UNESCO experts, academics, etc. will be invited to develop indicators and initiate dialogue on the safeguarding plans and public policies of countries in the region.

autonomy,⁹ it is under an obligation – also as a category 2 centre – to contribute to UNESCO’s programmes and results,¹⁰ at the risk of losing its status as a category 2 centre.

Financial structure

CRESPIAL is financed by the Government of Peru, and specifically by the Cuzco Region, whose commitment was renewed in May 2013 for six years. This guarantees CRESPIAL funding of \$500,000 yearly, as well as payment of the centre’s running costs and the premises from which it operates. A maximum of 45% of those funds may be earmarked for management and administration costs.

Although the levels of financing had remained constant since CRESPIAL’s establishment, the biennial report stated that “*CRESPIAL’s budget has decreased by 20% based on rate of exchange of the dollar to Peru’s national currency (calculation based on the 2006 exchange rate and the current exchange rate). The budget has therefore shrunk by 30%, while the number of Member States has doubled since 2006*”. Therefore, in practice, CRESPIAL’s budget has been reduced while its costs have doubled because its membership has increased.

Most focal points interviewed said that, given the nature of CRESPIAL (essentially an agreement between UNESCO and Peru), for both administrative and political reasons, direct transfers of funds were difficult, if not impossible. However, the countries contributed to CRESPIAL by subsidising its activities directly. According to CRESPIAL estimates, the countries’ contributions in 2013 through direct activity support amounted to US \$483,372, which was almost equivalent to the contribution of the Government of Peru (see Table 1). The table does not reflect resources leveraged in terms of staff-time invested or resources leveraged to implemented multinational programmes within the countries. CRESPIAL’s funds seemed to have a multiplier effect, as CRESPIAL-initiated activities often gave rise to other activities or were continued or extended by the countries. There were also reports of bilateral collaboration as a result of work with CRESPIAL.

Table 1 – Countries’ total contributions to CRESPIAL

	2012	2013
TOTAL CONTRIBUTION TO CRESPIAL BY ITS MEMBER STATES	\$244,021	\$483,372

SOURCE: 2012-2013 CRESPIAL Biennial Report

* Amounts in United States dollars

These financial contributions show that the countries ascribe great importance to CRESPIAL’s work. However, this financing structure entails a threefold risk: (1) diversion of CRESPIAL’s resources to fund-raising activities, away from the objectives established in the strategic plan; (2) dispersal of strategic aims, as action is taken to meet countries’ requests rather than focus on the operational plan approved by the Executive Committee; and (3) tendency to work with large countries which can contribute funds, but which are often also the countries that have more comparative advantages.

Moreover, although CRESPIAL is financially independent of Peru, there is some pressure to increase its visibility and support at the regional level. As a result, CRESPIAL is increasing its activity locally by supporting the establishment of safeguarding plans and activities carried out to mark the anniversary of the Convention, among others, although it is unclear how those activities contribute to CRESPIAL’s and UNESCO’s strategic objectives.

It was concluded that that financial structure was problematic for the execution of activities, the greatest risks being strategic dispersal and the diversion of human resources to fund-raising instead of implementation of the strategic plan. Another challenge associated with that system of financing

⁹ New integrated comprehensive strategy (37 C/18 Part I, Annex, paragraph A.2, “legal and functional autonomy”).

¹⁰ New integrated comprehensive strategy (37 C/18 Part I, Annex, paragraph B.2, required “contribution to UNESCO’s programmes” and results).

concerned strategies guaranteed to assist the weakest countries that lagged farthest behind in ICH. To avoid those risks, greater clarity and agreement between the parties must be achieved in regard to CRESPIAL's role, mission and objectives, and the countries and UNESCO must participate to a greater extent in defining priorities and strategies in order to promote the features raised below.

Human resources and capacities

The CRESPIAL team consisted of 15 members when the current Director took up duties. Against the backdrop of increased membership and the resultant rise in expenses, the CRESPIAL staff complement has been reduced to nine people as part of a refocusing drive (see the organizational chart in Annex II). Each staff member has a defined role, but it was reported that the team operated as a network, with any gaps being filled by consultants hired occasionally.

The countries unanimously acknowledged the high level of commitment and dedication of CRESPIAL's staff. Staff training had been identified as an objective in the strategic plan for 2014, but the gaps identified had not been specified. Countries expressed divergent views when identifying the team's weaknesses during the review, owing largely to lack of agreement on what CRESPIAL's main role was or should be. For example, those who believed that CRESPIAL should focus on providing technical support said that it required more specialists (such as anthropologists and specialists in community work), while others argued that the countries' demands were so great and specific that CRESPIAL simply could not have specialists on its staff to meet all of those needs.

"We must be given guidelines in order to find experts and produce public-policy guideline documents"

Some stressed the importance of boosting the team's programme-management skills (for the preparation of plans and budgets, for example) and of adopting strategic planning geared to results-based management (RBM)¹¹ rather than to products. Others highlighted the need to boost the team's capacity to function as a link between UNESCO and the countries (for example, by enhancing its knowledge of procedures through which countries can gain access to UNESCO funds or be included in the lists or UNESCO's training strategy).

During the interviews, emphasis was laid on the need to train the country focal points and on a major constraint, namely personnel changes through which persons who were not familiar with the work and sometimes had insufficient knowledge of ICH were assigned to participate in CRESPIAL's activities, which affected both the quality and progress of CRESPIAL projects.

The reviewer concluded that CRESPIAL did not have the necessary (human or financial) resources to provide special technical support to meet all of each country's needs; it could, however, support those needs by compiling a list or database of specialists in various disciplines available in the region and in UNESCO. That was already the practice among member countries and it would be strengthened if it included UNESCO's and other countries' expertise, both within the region and further afield. UNESCO already had a database that could be shared and updated with the assistance of the countries themselves.

The final decision on priority training areas was linked directly to the need to define CRESPIAL's role, mission and objectives more clearly. Some weaknesses identified during the review were:

- the need to strengthen results-based management (RBM) in order to strengthen the tools that guide CRESPIAL's work;
- the need to introduce a results measuring system capable of feeding into the UNESCO systems; CRESPIAL regarded its role of monitoring the countries' activities as crucial, but no mechanisms or tools had been devised to enable performance of systematic monitoring;
- the Centre's lack of a gender focus – hence the need to boost the team's theoretical and practical knowledge of gender issues, failing which women's roles within communities

¹¹ Results-based management.

were liable to be overlooked or simplified when support for safeguarding activities was being designed.

Another challenge facing the team, from the human resources standpoint, consisted in maintaining its response at the same level, despite the growing number of Member States and the constant budget. Several interviewees voiced concern in that regard. To resolve that problem, if Peru's contribution was not increased, CRESPIAL's focus must be narrowed and, consequently, its areas of action must be reduced. CRESPIAL could also explore the possibility of strengthening the team through staff exchanges with the countries, UNESCO or other institutions, such as universities, and of securing support through student internships.

Nature and functions

It was found during the review that, in the years since its establishment, CRESPIAL had managed to establish itself as a body that was respected and highly valued by the member countries in the region, as demonstrated by its increased membership from six to fourteen States. Above all, the countries valued CRESPIAL's role as a facilitator and promoter of linkage among countries, creating opportunities for dialogue to exchange ideas and agree on criteria on which to base public ICH safeguarding policies. Moreover, CRESPIAL promoted South-South learning, through which countries gained from each other's experience and learning.

The linkage function was especially significant in Latin American because various intangible cultural expressions straddled national borders and, consequently, the corresponding responses were coordinated among the countries concerned. Moreover, coordination helped to promote more efficient use of countries' limited ICH resources, while also serving as a way of leveraging other resources within the countries. CRESPIAL's influence extended beyond the scope of its own direct activities, promoting collaboration among its Member States, as evidenced by bilateral activities that the countries themselves attribute to facilitation by the Centre.

"It's a meeting point for dialogue and comparative analysis of policies, and creates opportunities for discussion."

CRESPIAL's status as an "international autonomous institution",¹² which stemmed from its affiliation to UNESCO and the high level of independence granted to it by the Government of Peru, which had signed the Agreement with UNESCO, was key to enabling it to play that role. Peru had the same voting rights as the other countries and had granted CRESPIAL financial independence, which allowed it, for example, to use the funds without following the regulations applied to government ministries – which was of primordial importance to CRESPIAL's regional activities. In turn, on account of its association with UNESCO it was independent of Peru in relation to other countries, which permitted direct technical interaction and dispensed with the requirement to go through traditional bilateral protocolary channels.

Countries had differing reasons for wishing to participate in CRESPIAL. Those exercises were especially valued by countries at earlier stages, as they gained, through CRESPIAL, from other countries' experience and expertise (South-South development). Meanwhile, for countries that are more advanced in safeguarding matters, CRESPIAL provided an opportunity to align strategies. The countries reported that national institutional capacities had been strengthened as a consequence of their participation in CRESPIAL.

"The heritage [in Latin America] is very rich and some countries lack the structure and capacity to improve it. Through CRESPIAL we help each other to train specialists, which is one of its greatest strengths. Discussing operational guidelines. Were it not for CRESPIAL, disparate action would be taken everywhere. It forces us to reflect."

During the review, it was found that CRESPIAL operated on two levels. Firstly, it took policy-oriented action through the Governing Board, through the Executive Committee and through its participation in meetings and events of international institutions, including UNESCO's Intergovernmental Committee.

¹² As defined in Article 3 of the Agreement.

Secondly, it played a more technical role by promoting multinational projects and training. Action by countries' focal points, too, varied from one activity to the other.

It was concluded that CRESPIAL had become established as a primarily intergovernmental Centre that exerted influence both over public policy and over technical matters.

Management and administration of CRESPIAL

All interviewees agreed that the management and administration of CRESPIAL had improved significantly in the last two years, especially after the new Director took up duties.

From the strategic point of view, the strategic plan was found to be generic, broad and ambitious, given the Centre's (human and financial) resources. Some stressed that the diversity of focus areas was a weakness and that it posed the risk dispersing CRESPIAL's limited resources. There was no agreement on what CRESPIAL's role was or should be, for some considered that it should focus on technical matters and on field work, while the majority said that its primary role was one of linkage and yet another group felt that it should focus on training and institution building. Furthermore, there was no understanding of the obligations and commitments entailed in being a UNESCO category 2 centre. Owing to the lack of clarity and the generic nature of the plans, countries' specific demands could not be met and additional funds could not be raised, while the risk of dispersal of the Centre's activities rose, available resources were being diluted and the Centre's category 2 status was being jeopardized.

“Activities this year were very discrete. It functions like an NGO looking for things to do; it must be more integrative.”

The interviewees stressed that the quality of the working documents, such as the strategic plan, operational plan, etc., had improved. They considered, however, that the working documents must be improved and simplified further in order to strengthen their strategic character, state objectives more specifically and reflect the link between CRESPIAL's and UNESCO's objectives more clearly, in accordance with the Agreement. They also stressed the need to include greater **financial details** in the operational plan, both in the forecast (budgets) and in the year-end reports.

Several interviewees pointed out that the dates set for the programming exercises, normally November of each year, were inconvenient, as the countries were making their end-of-year preparations at that time. It was therefore difficult in some cases for the focal point to take part and, owing to the additional workload, the focal points often lacked the necessary time to analyse the plans and make a meaningful contribution. CRESPIAL, for its part, found itself in the position of being under an obligation to draw up a plan with budgets that in some cases had not yet been formalized and of reporting on the year before it had ended. It was concluded that it would be more effective to move Governing Board and Executive Committee meetings to January or February, preferably with a gap between them, which would allow time to negotiate and adjust the plans before submitting them to the Governing Board for approval.

CRESPIAL faced yet another challenge for, in its work with national governments, processes were slow in consonance with internal dynamics, which, moreover, did not necessarily coincide with other countries' dynamics. That was exacerbated by the need to adapt to lead times within the communities, which had their own dynamics which were often difficult to coordinate with those of civil servants. Another of CRESPIAL's strengths was its flexibility and ability to adapt to those lead times that complicate and delay planning but were an unavoidable reality.

The review concluded that the Centre would gain in efficiency by sharpening its focus, streamlining its areas of action and setting clear measurable goals linked directly to UNESCO's strategic objectives.

Oversight

As mentioned above, although Peru is the only donor and signatory to the Agreement, it has only one vote with the same weight as the other Member States. CRESPIAL is the only UNESCO category 2 centre that is so highly independent of the donor country. Furthermore, CRESPIAL has legal

independence and thus enjoys greater flexibility to the use made of its funds because it is not required to comply with national regulations. This is an important factor, as CRESPIAL it is thus endowed with a high level of independence and neutrality, which has helped to boost the Member States' sense of belonging.

It was also found that CRESPIAL enjoyed a high level of autonomy in decision-making and in administrative routines owing to its management structure, consisting of a Governing Board that met once a year and an Executive Committee that met twice a year, and the approval of relatively generic strategic plans and budgets.

CRESPIAL reported annually to the Governing Board and Executive Committee, but only a biennial report was produced; the most recent report covered the 2012-2013 biennium and was submitted to the Governing Board in November 2013. The report set out activities and results generally and generically. Furthermore, it was found that some sections of the report had not been updated (for example, page 26 contains a section that reads *"Although this is the second year of the 2010-2011 Strategic Plan and considerable headway has been made in achieving the objectives aimed at positioning CRESPIAL ..."*) Moreover, the budget summary was not sufficiently detailed to permit any analysis of efficiency in the use of resources and it, too, seemed to be out of date; for example, the committed rather than the implemented budget for 2012 was shown. Lastly, there was no accountability reporting to UNESCO or to the donor, which led some members of the Governing Board to wonder whether control mechanisms were in place and who was monitoring CRESPIAL.

"Compliance in any country is strict monitored and controlled. Who monitors and controls CRESPIAL? There's ambiguity there."

The review concluded that the level of oversight was insufficient for a category 2 centre linked to an international institution such as UNESCO and recommended that simple reports on progress and results be compiled every six months (in line with the conclusions of the first Meeting of Category 2 Centres in Sozopol, in 2013) for submission to the Executive Committee and UNESCO. In addition to helping CRESPIAL to comply with international standards of good cooperation, in accordance with the Paris Accords, this would have the advantage of promoting communication between CRESPIAL and UNESCO, strengthening coordination and facilitating alignment, also in line with the Sozopol conclusions.

Coordination and interaction with UNESCO

Procedures for coordination between CRESPIAL and UNESCO had changed over time. Initially, it was exercised through the UNESCO Office in Lima. Later, it was established that the route of dialogue would be through the Director-General's representative in Havana and the focal point for Latin America at the Secretariat in Paris. Lastly, at the Sozopol meeting in July 2013, it was agreed that communication between UNESCO and the category 2 centres must be improved and it was suggested that centres should communicate informally "first, quickly and frequently" with UNESCO, always through the Director General's representative. In practice, that had not yet been done at CRESPIAL. Communication was ad hoc and only occurred for specific matters, such as extending invitations, Governing Body and Executive Committee matters or the posting of information on UNESCO's regional website. Despite the difficulties mentioned, there was agreement that communication between CRESPIAL and UNESCO had improved in recent years. Nevertheless, during the review, both parties complained about the lack of feedback and unclear procedures. It is therefore recommended that coordination between CRESPIAL and UNESCO be formalized and standardized through more regular reports (as recommended at Sozopol), that UNESCO be kept informed regularly and informally about the Centre's activities and more formal four-monthly meetings be held between CRESPIAL and UNESCO, thus promoting more fluid dialogue and a spirit of collaboration.

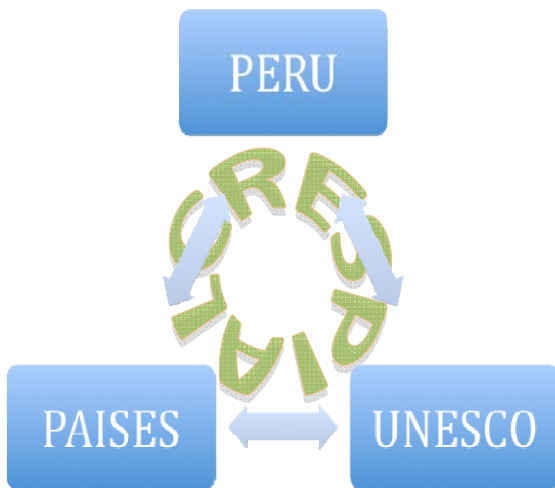


Illustration 1 – CRESPIAL's stakeholders

Although CRESPIAL was established under an agreement between Peru and UNESCO, it functioned as the result of cooperation among three stakeholders and could not continue to operate if any one of them withdrew.

During the review, the countries showed that they understood the key role played by UNESCO in guaranteeing CRESPIAL's independence. In practice, however, that had not led to genuine commitment to UNESCO's objectives under the Agreement. During the review exercise, certain causes were identified as contributing to that lack of commitment:

- general and vague responsibilities under the Agreement, which did not specifically require any such commitment;
- financing of CRESPIAL and its activities by Peru and the Member States, which put UNESCO in a weak position;
- the countries' perception of UNESCO, its strategies and tools as being somewhat generic and cut off from the regional reality;
- Governing Board members' perception that UNESCO did not invest any resources in CRESPIAL, and so any benefit was a boon;
- lack of clarity of what "category 2 centre" connoted;
- a management structure accountable only to the Member States;
- lack of UNESCO-involved accountability or oversight mechanisms.

The review concluded that the current lack of coordination was due largely to a lack of understanding of the nature of category 2 centres, which entailed commitment on CRESPIAL's part to contribute to the furtherance of UNESCO's strategic objectives. Consequently, CRESPIAL and the countries viewed UNESCO as merely another member, with a voting right, within a democratic structure. That was reflected in the Article 3 of the Agreement, in which CRESPIAL was described as an institution "at the service of Member States". Likewise, the management and decision-making structure, through the Executive Committee and the Governing Board, gave priority to the interests of the majority, whether or not those interests were aligned with UNESCO's strategies.

Furthermore, as mentioned above, there was no accountability mechanism. As no accountability mechanism or procedures was in place, UNESCO was regarded in practice merely as another member of the Governing Board and the only information that it received consisted of the documents that are sent to Governing Board members, in addition to a few invitations to events; UNESCO therefore could not make any meaningful or strategic contribution.

The wording of the Agreement must be amended to reflect accurately and explicitly the nature of the Agreement between Peru and UNESCO. The management structure must operate within the parameters of a category 2 centre; therefore, democratic voting must rest on proposals that are

consistent with the Agreement and clearly promote UNESCO's objectives. In practice, therefore, UNESCO must have the opportunity to review and comment on the proposed documents so that they would be aligned with UNESCO's requirement when submitted to the Governing Board/Executive Committee. It should be borne in mind, however, that failure to address the countries' priority concerns during that process would create a risk that they would lose interest, stop participating and contributing funds, and, ultimately, withdraw from CRESPIAL.

Some Governing Board members noted that, while communication between CRESPIAL and UNESCO had improved in recent years, communication between CRESPIAL and the member countries had worsened and, as a result, information sharing on the result of exchanges between UNESCO and CRESPIAL had also deteriorated. Mechanisms must be devised to guarantee a regular flow of information on CRESPIAL's activities to the management bodies.

The review concluded that information flows within CRESPIAL were insufficient. Such information flows were crucial to efficient management. Therefore, it is recommended that communication channels and procedures that guarantee regular information flows be strengthened and standardized, and not be limited to functional communication. Emphasis must be laid on more informative information flows, such as quarterly emails providing updates on decisions, activities, results and plans, or the half-yearly report proposed in this document and in the Sozopol recommendations. Improved information flows would strengthen one of CRESPIAL's main objectives – the promotion of coordination, while also improving oversight by the management bodies and empowering the Governing Body by providing more detailed information to it regularly.

At the programmatic level

Alignment between the thematic areas and the commitments set out in the Agreement will be analysed briefly in this section, in which review findings, too, are reported.

At the programmatic level, CRESPIAL identified four focus areas that coincided with the objectives set in the Agreement. One of those focus areas, networking and training, is wholly consistent with UNESCO's strategic priorities.

The focus areas were: (1) multinational projects; (2) ICH promotion and awareness-raising; (3) networking and training for institution building; (4) strategic alliances for ICH institutional sustainability.

Area 1 – Multinational projects

The strong point of CRESPIAL's work on multinational projects is that it makes it possible to ground dialogue in concrete agreements, such as the development of common criteria for the establishment of an inventory that acknowledges each country's specific features but also feeds into a common database. These exchanges help to promote technical criteria and alignments for common public policies, which are particularly important in ICH that involves several member countries. As a category 2 centre, CRESPIAL is in a unique position to play this organizational role by supporting the alignment of strategies, criteria, activities and public policies, which often helps to leverage resources and ensure commitments within the countries, over and above CRESPIAL's work. At the same time, it is a crucial platform for ensuring alignment with the UNESCO Convention. This function is highly valued by the member countries and is considered a key aspect of CRESPIAL's work.

The main weaknesses identified in this area were the lack of meaningful community participation and emphasis on registering rather than safeguarding.

The majority of the interviewees regarded the documentation process as a necessary first step to safeguarding, rather than as an end in itself. Some conceded that there was greater emphasis on enhancing visibility, but they viewed that as a need to build awareness of the importance of safeguarding ICH and of promoting support within the country concerned, in line with CRESPIAL's awareness-raising objectives. However, some recognized the need to achieve more than documentation and to review the continuing challenge faced in that regard by some countries.

Moreover, some interviewees considered that CRESPIAL was not working appropriately or in a sufficiently inclusive manner with the communities. One of the main barriers to its work with communities was its intergovernmental status, requiring access to communities to be mediated by governments.

In the 2014 strategic plan, both safeguarding for development and greater participation by communities had been identified by CRESPIAL as strategic objectives. Implementation had already begun to some extent as support was provided for safeguarding plans designed to promote a social agreement to ensure that all major institutions participated and that specific commitments were made.

Several participants nonetheless stressed that safeguarding activities and work with communities were both responsibilities to be borne the countries and not by CRESPIAL.

“Safeguarding cannot be guaranteed by a regional centre, it must be addressed by each country in its own public policy. CRESPIAL is there to support those endeavours.”

It was concluded in the review that, instead of seeking to work directly with communities, it would be more efficient for CRESPIAL, on account of its intergovernmental nature and limited resources (human and financial), to focus on promoting understanding of the importance of substantively including communities in ICH-safeguarding endeavours and to provide inclusive tools and methodologies for use by countries.

Lastly, it is noteworthy that some interviewees considered multinational projects to be crucial to securing some countries’ continued membership and participation.

Area 2 – Promotion and awareness-raising

Emphasis in promotional and awareness-raising efforts had been laid on organizing photography and video competitions and virtual workshops on participatory methodologies of registering the intangible cultural heritage (ICH), in which 50 participants had been trained, and on disbursing competitive funds to develop 13 ICH-safeguarding projects in nine CRESPIAL Member States and six projects (three for safeguarding and three for research) for which funds were to be granted at the end of 2013.¹³

Other action included the coordination and conduct of activities to mark the tenth anniversary of the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage in Cuzco in November 2013 (including an opening event, an international symposium, five specialized ICH workshops, two exhibitions of photographs and an ICH video series). In addition to maintaining CRESPIAL’s online platform by updating content and awareness-raising videos, other web applications on the CRESPIAL website comprised the launch of a YouTube channel, Twitter feed and ISSUU publications.¹⁴

The challenges identified by the team included the need to formulate a communication strategy to target CRESPIAL’s varied audiences more clearly. Efforts in that regard were acknowledged by its Member States and had been made to meet to the Cuzco Region’s to raise CRESPIAL’s profile. Nevertheless, the impact of initiatives such as competitions and competitive funding was not clear. Other critics suggested that some of the activities duplicated UNESCO’s efforts and overlapped with the Convention itself, under which a fund and criteria for access to the fund had been established. It was considered in the review, however, that as long as Convention-specific criteria and guidelines were followed, they would not be exclusionary, since CRESPIAL handled matters on a different scale from UNESCO.

“Those who have access to CRESPIAL funds may not have access to UNESCO funds. Only language is still a barrier and, as a rule, governments, not institutions, may approach UNESCO. UNESCO and CRESPIAL operate at different levels. CRESPIAL operates at the micro level”

¹³ Source: 2012-2013 CRESPIAL Biennial Report.

¹⁴ Source: 2012-2013 CRESPIAL Biennial Report.

It was therefore concluded in the review that those activities furthered CRESPIAL's objectives of raising awareness and promoting the Convention. It was recommended, however, above all in view of the sheer scale of the efforts made and the needs identified, that emphasis be laid more sharply on objectives and expected results, rather than on products, so that CRESPIAL would not dilute resources without achieving any clear results.

Area 3 - Networking and training

The purpose of this thematic area was to build the technical capacities of CRESPIAL Member States in order to improve or consolidate their ICH-safeguarding activities through virtual,¹⁵ on-site or partly on-site¹⁶ courses, workshops and training events consistent, at least in principle, with UNESCO's strategic objectives. This was, however, one of the points of greatest divergence between the two institutions, both in terms of content and form.

In terms of content, the main criticism was that CRESPIAL courses did not cover the Convention properly and that their main strength, as highlighted, was that they had been tailored to the region's needs and specific characteristics. In terms of form, several interviewees stressed that the situation in Latin American countries was such that public officials had greater access to virtual courses because of various country-specific internal policies that hindered on-site and extensive participation.¹⁷ Owing to the scope of the review, the reviewers could not appraise the quality of the courses or the merits of the criticisms, but an evaluation of the virtual course on ICH registration and inventorying¹⁸ has thrown light on strengths such as the academic quality and demand-driven nature of the course in meeting the need to formalize knowledge and experiential exchange, improve methods and clarify concepts. A more structural criticism concerned the lack of a training strategy, as training seemed designed to meet temporary needs rather than guided by pre-set objectives. Lastly, it was stressed that training provided by CRESPIAL was highly prized by the countries and demand for the courses was high; for example, 3,200 applications were received for the 200 places offered on Brazil's virtual course on ICH concepts and legislation and on the 2003 Convention and its implementation. Nevertheless, it was noted that the emphasis in many courses offered during the last biennium was more on ICH registration than on safeguarding.

The need to tailor training to meet the requirements of three different groups, namely government officials, cultural managers and ICH custodians, was identified in the strategic plan for 2014. This showed that a strategy comprising goals and priorities was already being formulated.

It was concluded in the review that one of CRESPIAL's key roles was institution building, achieved largely by supporting multinational projects and by conducting training courses. Those efforts must be strengthened, however, by formulating a well-defined training strategy in which priorities, methodologies and objectives had been set as guides to the design of methodologically more robust courses consistent with UNESCO's objectives.

Area 4 - Strategic alliances

The goal of the fourth thematic area was to establish and strengthen strategic alliances. According to the latest CRESPIAL biennial report, the main focus in that regard was to "strengthen relations with UNESCO", but strategic or programmatic collaboration consisted merely of formal meetings of the Governing Board and occasional invitations to participate in events.

Conversely, activities were carried out with institutions such as Venezuela's Centre for Cultural Diversity, Brazil's Lucio Costa Regional Heritage Management Training Centre and Colombia's Radio and Television corporation, although the objective was not always clear and alliances, more akin to circumstantial alliances, were not guided by any clear strategy. Countries reported that they had no

¹⁵ The courses were designed after CRESPIAL had developed its virtual courses.

¹⁶ Source: 2012-2013 CRESPIAL Biennial Report.

¹⁷ This view was shared by some interviewees who spoke of a specific barrier to access to training and the need to continue working at a technical level within CRESPIAL in order to continue to participate.

¹⁸ Evaluation of the virtual course on ICH recording and inventorying, Miguel Calderón Rivera, 19 November 2012.

knowledge of the stated objective of the thematic area and some stressed that it had been set without consulting the country's focal point, which raised problems.

The main achievements included:

- accession of seven countries, thus doubling the number of CRESPIAL Member States;
- increased funding of CRESPIAL by the Government of Peru until 2020;
- a near doubling of the budget owing to the direct funding of activities.

Other achievements highlighted in the review were the level of Member States' commitment and genuine ICH consideration at the governmental level.

It was concluded in the review that strategic alliances were a key part of CRESPIAL's objective, but no strategy with clear objectives had currently been formulated. Objectives must therefore be set more clearly in order to give direction to the strategy, as recommended for the other thematic areas.

Recommendations

Recommendations based directly on the findings outlined in the previous section are set out below. In accordance with the terms of reference, four types of recommendations were made:

- (1) a general recommendation on whether renewal of the Centre's status as a category 2 centre is warranted and would conform to the Integrated Comprehensive Strategy;
- (2) specific recommendations to the Centre for improving the effectiveness of its operations;
- (3) specific recommendations to UNESCO for improving the effectiveness of its coordination and interaction with the Centre;
- (4) specific recommendations for possible amendments to the Agreement, should it be renewed.

1. General recommendations on the renewal of the Agreement

It was concluded in the review that CRESPIAL complied with the objectives and functions established under the Agreement and was particularly effective in that regard in achieving the following three of the four objectives:

- organizing, discussing and disseminating ICH-safeguarding activities in the Member States;
- promoting the implementation of the UNESCO Convention;
- promoting and strengthening cooperation among countries in the region and building national capacities in that field.

Although CRESPIAL had also made progress in raising Member States' awareness of the importance of involving communities in ICH-safeguarding activities, that goal was perceived to have been achieved to a smaller extent.

It was also concluded in the review that CRESPIAL had made significant progress in all of the functions identified under the Agreement, particularly in creating opportunities for discussion and exchange and in promoting regional awareness-raising activities, in particular.

Lastly, it was concluded in the review that CRESPIAL had become an important point of reference for the promotion of the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage, advocating – through linkage and democratic dialogue – a consistent and coordinated response by Member States, encouraging greater efficiency in the use of available ICH-safeguarding resources and contributing to additional fund-raising.

It is therefore recommended that the Agreement be renewed.

2. Recommendations for improving the effectiveness of its operations

- 2.1 **Strategically**, CRESPIAL's role, mission and objectives must be defined more clearly in line with its resources and commitments as a category 2 centre. In that regard, it is recommended that the Centre reduce the number of areas of action and types of activities and clarify the objectives and the strategies so that they can be achieved. A change-management policy must therefore be developed, specifying CRESPIAL's role, expected results and the ways in which the latter would support UNESCO's strategic objectives.
- 2.2 **Programmatically**, clear objectives and expected results must be set for all thematic areas, as must goals and measurable indicators that reflect progress and achievements (see details for each thematic area in the text). It is therefore recommended that CRESPIAL focus on strengthening conceptual knowledge, on tools available to countries to ensure substantive inclusion of civil society in ICH-safeguarding projects and on the importance of linking intangible cultural heritage to development in order to guarantee sustainability (safeguarding as opposed to documentation).

- 2.3 In view of the nature of category 2 centres and in accordance with the conclusions of the first Sozopol meeting of active ICH category 2 centres, CRESPIAL must establish a **coordination** mechanism to ensure that UNESCO participates regularly and substantively in CRESPIAL's work. To that end, it is recommended that CRESPIAL and UNESCO meet regularly (every three or four months) and that UNESCO (through the representative of the Director-General) be informed of all plans and activities at the development stage, before they are submitted to the members of the Governing Board and before commitments are made. Such meetings could be on-site or online.
- 2.4 At the **management** level, mechanisms should be devised to secure countries' substantive, active and informed participation in decision-making. It is therefore recommended that:
- the flow of information between CRESPIAL and its Member States be strengthened through, for example, internal newsletters reporting on activities, plans and other relevant developments;
 - meetings of the Governing Board and Executive Committee be deferred to January/February to ensure availability of all of the necessary information and to facilitate participation by all focal points. It would be more efficient for Executive Committee and Governing Board meetings to be staggered as much as possible in order to allow sufficient time for the recommendations adopted by the Executive Committee to be integrated into the texts;
 - all Governing Board and Executive Committee documents be provided to participants at least two weeks before the meetings so that they can be analysed properly and more participants can be involved.
- 2.5 Oversight measures
- Promote results-based management (RBM) by introducing SMART¹⁹ indicators to update UNESCO's indicator system.²⁰
 - Submit summary reports every six months, giving the latest update of activities, achievements, progress and budget, to be shared with the Executive Committee and UNESCO, in accordance with the Sozopol conclusions.
 - Promote civil-society involvement as far as possible in technical discussions and meetings.
- 2.6 Strengthening of human resources
- In order to strengthen the provision of technical support to countries, it is recommended that the UNESCO database of specialists in various ICH-safeguarding fields be used and updated. The database could include both human resources and available tools.
 - It is recommended that the CRESPIAL team be strengthened in the following areas: results-based management (RBM); monitoring and evaluation (M&E); and the gender approach (human rights-based approach to programming – HRBAP).

3. Recommendations for improving the effectiveness of coordination and interaction with CRESPIAL

- 3.1 It is recommended that clear procedures be established to maintain regular interaction between CRESPIAL and UNESCO strategically and programmatically and be annexed to the Agreement (see Recommendation 4.5). To avoid renewal delays, instead of an annex to the Agreement, a bilateral agreement could be concluded between the secretariat of

¹⁹ SMART is the acronym for *Specific, Measurable, Achievable, Results-oriented and Time-bound*.

²⁰ To achieve this goal, the CRESPIAL team recommends that training be provided by a planning expert from UNESCO Headquarters.

the Convention and the Director of CRESPIAL. Clarity and agreement is of the essence, as is a measure of specificity and detail.

- 3.2 The CRESPIAL team must be trained in UNESCO procedures, particularly in training strategies and procedures such as the Operational Guidelines, for example, including the criteria for access to the funds, as that would enhance CRESPIAL's role in supporting its Member States and would build the Centre's capacity to meet their requests.
- 3.3 It is recommended that UNESCO participate more regularly in CRESPIAL's activities, if possible. Given the constraints, the necessary funds could be provided by CRESPIAL or its Member States in order to bring UNESCO closer to the specific challenges of the region and to ensure alignment with the Convention. It is also recommended that the UNESCO focal point's responsibilities for monitoring CRESPIAL and the proposed reports be formalized. In addition to being consistent with the Agreement, such action would have the advantage of promoting a direct, concrete line of dialogue between CRESPIAL and UNESCO, thus strengthening communication, in accordance with the Sozopol conclusions.

4. Recommendations for possible amendments to the Agreement

- 4.1 It is recommended that Article 3 (which did not exist in the original model agreement) be amended. The current text defines CRESPIAL as an "international autonomous institution at the service of Member States" and makes no reference to its connections and commitment with UNESCO. Specific reference should be made to its connection with UNESCO and the commitment to contribute to UNESCO's strategic objectives and programme priorities in accordance with the guidelines governing the Agreement²¹ and the amendments proposed in document 37C/18 Part I.²²
- 4.2 It is recommended that Article 6, paragraph 2 (f), be amended to include specifically the need to align training and capacity-building activities with UNESCO's training strategy.
- 4.3 It is recommended that Article 7, paragraphs 1 (b) and (c), be amended to include civil-society representatives in the Governing Board.
- 4.4 It is recommended that Article 7, paragraph 2 (c), be extended to include "biennial self-assessments of the Centre's contribution to UNESCO's programme objectives" in accordance with the model agreement.
- 4.5 It is recommended that Article 8 be revised and that consideration be given to including the points contained in the model agreement²³ inasmuch as any sustainable support by experts or through temporary staff exchanges and/or temporary secondment of UNESCO staff to CRESPIAL would contribute technically to the strengthening of CRESPIAL, improve communication between CRESPIAL and UNESCO and facilitate inclusion of the use of results-based management, in accordance with the conclusions contained in the report on the first meeting in Sozopol of active ICH category 2 centres.
- 4.6 It is recommended that guidelines on communication and joint work be included in an annex covering: the importance of sharing strategic plans during the design stage and before being submitted to the Executive Committee and the Governing Body; the need to report half-yearly on progress in relation to the UNESCO Programme and Budget (C/5 document) and to report to the UNESCO focal point (specifically to the representative of

²¹ Implementation of the guidelines and criteria for category 2 institutes and centres adopted in 33 C/Resolution 90. Document 35/C 22, B. 2, Annex 1, page 2.

²² "Each category 2 entity shall contribute to the achievement of UNESCO's strategic programme objectives and global priorities of the Organization, as well as sectoral or intersectoral programme priorities and themes, defined in the C/5 document." Document 37/C 18 Part I, Annex. page 2.

²³ "(a) providing the assistance of its experts in the specialized fields of the Institute/Centre; (and/or); (b) engaging in temporary staff exchanges when appropriate, whereby the staff concerned will remain on the payroll of the dispatching organizations; (and/or); (c) seconding members of its staff temporarily, as may be decided by the Director-General on an exceptional basis", document 35/C, Annex 2, page 11.

the Director-General) “first, early and often”²⁴ in accordance with the conclusions contained in the report of the Sozopol first meeting of active ICH category 2 centres (see Recommendation 3.1). To avoid renewal delays, instead of annexing the guidelines to the Agreement, a bilateral agreement could be concluded between the secretary of the Convention and the Director of CRESPIAL. Clarity and agreement are of the essence, as is a measure of specificity and detail.

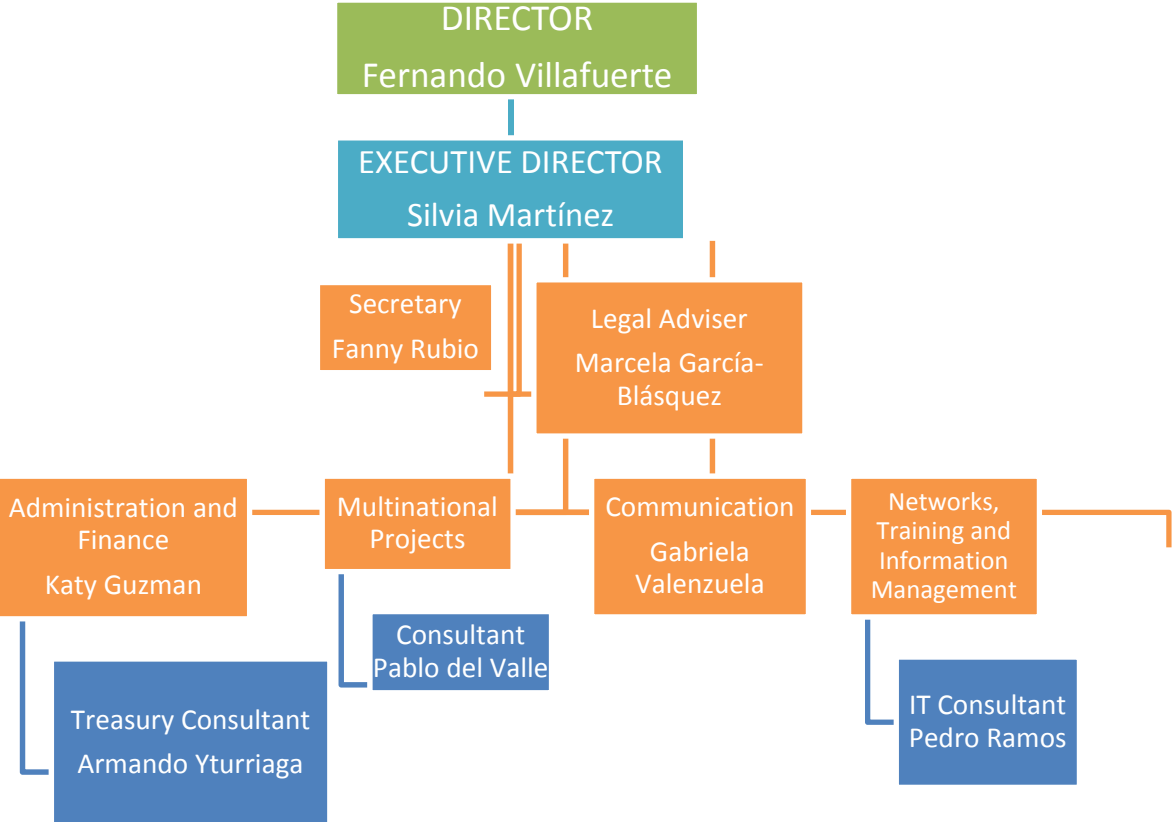
²⁴ Report on the first meeting of active ICH category 2 centres in Sozopol.

Annexes

I. List of Interviewees

Duvelle, Cécile	Secretary of the Convention for the Safeguarding of the Intangible Cultural Heritage, Chief of Section, UNESCO Intangible Cultural Heritage Section
Proschan, Frank	Programme Specialist, UNESCO Intangible Cultural Heritage Section
Brugman, Fernando	Culture Team Coordinator and Programme Specialist at the UNESCO Regional Bureau for Culture in Latin America and the Caribbean and UNESCO Office in Havana, Representative of the Director-General of UNESCO on the Governing Board of CRESPIAL
De Sancristóbal, Berta	Assistant Programme Specialist, Focal Point for Latin America, UNESCO Intangible Cultural Heritage Section
Pazmiño Gavilanes, Ines	Ecuador's Former Focal Point and Director of Municipal and Regional Development, National Council for Culture and the Arts.
Mújica, Soledad	Director of the Department of the Intangible Cultural Heritage of the Ministry of Culture, Peru
Roel Mendizabal, Pedro Enrique	Researcher at the Intangible Cultural Heritage Department of the Ministry of Culture, Peru
Villafuerte Medina, Fernando	Director, Regional Centre for the Safeguarding of the Intangible Cultural Heritage of Latin America (CRESPIAL)
Martínez Jimenez, Silvia R	Executive Director, CRESPIAL
Marcela García-Blásquez Bendezú	Legal Adviser, CRESPIAL
Charalay Mayorga, Dolores	Bolivia's Focal Point , Intangible Cultural Heritage Unit
Celia Corsino	Brazil's Focal Point , Director, Department of the Intangible Cultural Heritage
Collazo Usalian, Gladys María	Cuba's Focal Point, Vice-Chairperson of the CRESPIAL Governing Board, President of the Cuban National Cultural Heritage Council
Adriana Molano Arenas	Culture Team Coordinator, Intangible Cultural Heritage Department, Colombia's Focal Point.
Pablo Rojas Durán	Chile's Focal Point, Head of the Department of Citizenship and Culture
Christian Alejandro Baez Allende	Head of the Cultural Heritage Section of Chile's National Council of Culture and the Arts.
David Ugarte Vega Centeno	Anthropologist and Director of Cuzco's Decentralized Department for Culture, Ministry of Culture

II. CRESPIAL Organizational Chart²⁵



²⁵ Source: CRESPIAL management team.

III. Question guide for the bilateral interviews

Question guide for UNESCO Focal Points – CRESPIAL Review

1. With regard to the objectives and functions, what would you consider to be the most significant achievements of CRESPIAL?
2. In which of the following four objectives do you consider that CRESPIAL has been most successful? “The objectives of the Centre are: (i) to organize, discuss and disseminate ICH-safeguarding activities in the Member States; (ii) to promote the implementation and follow-up of the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage and other international legal instruments in force in this field; (iii) to promote and strengthen cooperation among the countries in the region and build national capacities in that field; (iv) to raise awareness in the Member States in order to involve the communities in activities to safeguard their intangible cultural heritage”.
3. In your opinion, what is the reason for this?
4. What is the added value of CRESPIAL for your country? And of UNESCO in this context?
5. What do you consider to be CRESPIAL’ strengths s (directives, strategies and so forth) in successfully achieving its objectives?
6. What do you consider to be the main barriers?
7. Communication
 - (a) How is communication maintained with Headquarters? Do you think this is sufficient? Do you have suggestions on how it could be strengthened?
 - (b) What is the relationship with the intergovernmental committee? Is this relationship sufficient?
 - (c) What is communication like with other entities (donors, UNESCO country teams, national committees and so forth)?
8. Do you have any recommendations on how to improve communication?
9. What benefits could be gained by better communication with UNESCO?
10. What are the incentives for CRESPIAL to remain under the auspices of UNESCO? Why should it not simply be a regional or Peruvian organization, and thus have more leeway?
11. How does CRESPIAL support the promotion of UNESCO’s strategic objectives? How does UNESCO benefit from this collaboration? How could this be improved?
12. Do you think that CRESPIAL works efficiently? Why? How could this be improved?

Question guide for validation

1. What do you consider to be the main strength of CRESPIAL?
2. What is the added value of CRESPIAL for your country?
3. What do you consider to be the main challenges/risks faced by CRESPIAL?

UNESCO

4. What role does UNESCO play in CRESPIAL?
5. Could CRESPIAL exist without UNESCO?
6. How does CRESPIAL support UNESCO’s strategic objectives? How does UNESCO benefit from this collaboration? How could this be improved?

Communication

7. How is communication between CRESPIAL and your country?
8. How is communication between UNESCO and your country/the Executive Committee/Governing Board?
9. Do you have any recommendations on how to improve communication?

Management

10. Do you think that the Executive Committee and Governing Board work efficiently? What recommendations would you make?

11. How are decisions made? (Provide details of how time and money are invested in CRESPIAL once the strategic plan is approved)
12. Do you think this is efficient?
13. Who monitors quality control and how?
 - Do you think that the Executive Committee and Governing Board are sufficient mechanisms for quality control?
 - As a member of the Executive Committee, do you know the details of the work plans?
14. Do you consider that CRESPIAL's resources (human and material) are sufficient and adequate?
15. Who are the members of the team and how were they selected?

Civil society

16. Do you consider that CRESPIAL is working with civil society in accordance with the Convention?
17. Do you consider that civil society should be included in the Governing Board?
18. Do you think that it is a problem for CRESPIAL to work with civil society because it is predominantly intergovernmental presents a challenge when?

The programme

19. What is the added value of CRESPIAL and UNESCO to multinational projects?
20. Do you consider that there is a clear training strategy?
21. What is the strategic objective of the "strategic alliances" thematic area?
22. What do you think of the criticism that CRESPIAL is working on documentation and not on the promotion of the safeguarding of the intangible heritage?
23. Is there anything that you would like to add?

Recommendations designed to improve CRESPIAL or bring it closer to UNESCO under the agreement.

IV. Agenda of the tenth meeting of the Executive Committee

AGENDA

Wednesday, 6 November 2013

(Matters to be discussed at the meeting)

1. Invitation to the reviewer of CRESPIAL to the meeting of the Executive Committee.
2. Report on the management of CRESPIAL. General matters.²⁶
3. Report on the 2014-2017 Strategic Plan.
4. Report on "Renewal of the Agreement establishing CRESPIAL".
5. Analysis of the proposals submitted by UNESCO for the next meeting of the Intergovernmental Committee.
6. Programme for the celebration of the tenth anniversary of the Convention for the Safeguarding of the Intangible Cultural Heritage.
7. Preparation of the agenda of the meeting of the Governing Board.
8. Report on the meetings of the Executive Committee in 2013.

From 8.30 a.m.		Registration of participants.
9.00 a.m.		Welcoming address by the Chairperson of the Executive Committee
9:10 a.m.		Statement by the Director of CRESPIAL
	1.	Reading of the Rules of Procedure of the Executive Committee
		Verification of the quorum
9:30 a.m.	2.	Adoption of the agenda
9:45 a.m.	3.	Reading of the record of the ninth Executive Committee meeting
10:00 a.m.	4.	2012-2013 Annual Report
11.15 - 11.40 a.m.		Coffee break
11.40 a.m.		2013-2017 Strategic Plan for submission to the Governing Board
1.00 - 3.00 p.m.		Lunch
3.00 p.m.		Report on the renewal of the Agreement establishing CRESPIAL
3.10 p.m.		Analysis of the proposals submitted by UNESCO for the next meeting of the Intergovernmental Committee
4.30 p.m.		Programme for the celebration of the tenth anniversary of the Convention for the Safeguarding of the Intangible Cultural Heritage
4.40 p.m.		Preparation of the agenda for the eighth meeting of the Governing Board
5.00 p.m.		Document "Report on the meetings of the Executive Committee in 2013", to be submitted to the Governing Board
5.10 - 17:30 p.m.		Coffee break
5.30 p.m.		Adoption of the final act of the twelfth meeting of the Executive Committee
6.00 p.m.		Closing of the tenth meeting of the Executive Committee

²⁶ Review before the meeting of the Governing Board.

V. Agenda of the eighth meeting of the Governing Board

Thursday, 7 November 2013		
From 8.30 a.m.		Registration of participants.
9.00 a.m.		Welcoming address by the Director of CRESPIAL
9.05 a.m.		Statement by the Chairperson of the Governing Board
9.15 a.m.		Opening of the meeting by the Chairperson of the Governing Board
		Verification of the quorum
	1	Adoption of the agenda
9.30 a.m.	2	Reading of the record of the seventh meeting of the Governing Board
9.40 a.m.	3	Report on the meetings of the Executive Committee (2013)
9.50 a.m.	4	Management report: Operating Plan for the 2012-2013 biennium
11.15 – 11.40 a.m.		Coffee break
11:40 a.m.		Review and adoption of the document: 2014-2017 Strategic Plan (based on the document drawn up by the members of the Executive Committee)
1.00 – 3.00 p.m.		Lunch
3.00 p.m.		2014-2015 Operating Plan (Work Plan)
5.00 – 17.25 p.m.		Coffee break
5.25 p.m.		Discussion and conclusions
6.30 p.m.		End of the session
Friday, 8 November 2013		
9.00 a.m.		2014-2017 Strategic Plan and 2014-2015 Operating Plan (Work Plan) Discussion and conclusions
11.00 – 11:20 a.m.		Coffee break
11.20 a.m.		Discussion of the proposal submitted by Peru's Focal Point
11.40 a.m.		Report on the renewal of the Agreement establishing CRESPIAL
12.10 p.m.		Programme for the celebration of the tenth anniversary of the Convention for the Safeguarding of the Intangible Cultural Heritage

VI. List of key documents perused

- 2012-2013 CRESPIAL Biennial Report, November 2013
- UNESCO Medium-Term Strategy (document 34 C/4)
- CRESPIAL Forward-looking Strategic Plan to 2020
- 2014-2017 Draft Operational Plan
- 37 C/18 Part I, Revision of the integrated comprehensive strategy for category 2 institutes and centres under the auspices of UNESCO.
- 35 C/22 implementation of the guidelines and criteria for category 2 institutes and centres approved in 33/C Resolution 90
- Record of the Governing Board and annexes, November 2011
- Record of the Governing Board, November 2010
- Agreement between the Government of the Republic of Peru and the United Nations Educational, Scientific and Cultural Organization (UNESCO) on the establishment and operation of the Regional Centre for the Safeguarding of the Intangible Cultural Heritage of Latin America (CRESPIAL) in Cusco, Peru
- Convention for the Safeguarding of the Intangible Cultural Heritage (2003)
- Programme Objectives, Sectoral and intersectoral priorities and themes (UNESCO)
- M22
- Programme sector report (MLA) C/3
- CRESPIAL Regulations
- CRESPIAL Fact Sheet (UNESCO)
- 2010-2015 Strategic Plan
- Reflection on efforts to safeguard ICH and prospects for the future (September 2013, Korea)
- Evaluation of the Virtual Course
- Culture Sector strategy for category 2 institutes and centres
- Improving UNESCO's Category 2 Centres Networks, July 2012
- Approaches to governance - PowerPoint presentation by Frank Proschan
- Report on the first annual meeting of category 2 centres active in the field of intangible cultural heritage. Sozopol, Bulgaria. 24-26 July 2013
- Mission report, first annual meeting of category 2 centres active in the field of intangible cultural heritage. Sozopol, Bulgaria. 24-26 July 2013, Fernando Brugman,
- Review of the Management Framework for UNESCO Category 2 Institutes/Centres
- Report on the full cost of category 2 institutes and centres, UNESCO, 4 March 2013
- Global Strategy for Strengthening National Capacities for the Safeguarding of the Intangible Cultural Heritage: Latin America and the Caribbean Review Meeting. 17/19-09-2013. Cuzco (Peru)

VII. Terms of Reference

Call for expression of interest for the review of the Regional Centre for the Safeguarding of the Intangible Cultural Heritage of Latin America (CRESPIAL)

TERMS OF REFERENCE

Background

Category 2 institutes and centres under the auspices of UNESCO form an important part of UNESCO's network and as a general rule represent an effective partnership model for UNESCO's programme delivery, significantly contributing to priority areas in UNESCO's fields of competence. Category 2 institutes and centres are intended to contribute to the achievement of UNESCO's strategic programme objectives and sectoral or intersectoral programme priorities and themes and to the attainment of programme results at the Main Lines of Action (MLA) level of the UNESCO programme and budget (C/5), whether through individual action, joint action with other category 2 institutes and centres or through joint implementation with the Secretariat. Category 2 institutes and centres can also play a considerable role in helping the Organization achieve programme objectives for which sectoral expertise or resources are not sufficient.

In order to enhance the operation and effectiveness of individual UNESCO category 2 institutes/centres, as well as the effectiveness of their network, an Integrated Comprehensive Strategy for Institutes and Centres under the Auspices of UNESCO, as contained in document 35 C/22 and Corr., was approved by the 35th Session of the General Conference (35 C/Resolution 103). This strategy, among other elements, provides guidelines for review of category 2 institutes/centres (see also 190 EX/INF.16).

Those guidelines provide that an agreement for the establishment of an institute or centre as a category 2 institute/centre is typically concluded for a definite time period, not exceeding six years. The agreement may be renewed by the Director-General, with the approval of the Executive Board, in the light of a review of the activities of the institute/centre and of its contribution to the Strategic Programme Objectives of the Organization and the aforementioned Integrated Comprehensive Strategy for category 2 institutes and centres.

The 33rd session of the General Conference, in its 33 C/Resolution 46, approved the establishment of the Regional Centre for the Safeguarding of the Intangible Cultural Heritage of Latin America (CRESPIAL) in Cusco, Peru (hereafter, "the Centre"). The objectives of the Centre are: (i) to link, exchange and disseminate activities safeguarding the intangible cultural heritage of the participating States; (ii) to promote the implementation and follow-up of the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage and other international legal instruments in force in this field; (iii) to promote and strengthen cooperation between the countries of the region and support national capacities in this field; (iv) to raise awareness in the participating States in order to involve the communities in activities to safeguard their intangible cultural heritage.

In order to achieve those objectives, the functions of the Centre are: (i) to create forums for discussion and exchange; (ii) to gather, organize and disseminate information in the field of the intangible cultural heritage; (iii) to establish networks for the exchange of information, specialists and cultural workers; (iv) to foster cooperation among institutions; (v) to maintain a link with the Intergovernmental Committee; (vi) to promote regional training and capacity-building activities at the request of the participating States; (vii) to promote regional activities to raise awareness concerning enhancement of the intangible cultural heritage through the media.

Subsequent to the approval of the General Conference, an Agreement concerning the establishment of the Centre (hereafter, "the Agreement") was signed between the Government of Peru and UNESCO on 22 February 2006 and entered into force on 20 February 2008 (Article 18). UNESCO's assistance under the Agreement is fixed for a period of six years as from its entry into force and may be renewed by mutual agreement (Article 17). In the Agreement, the Government of Peru committed itself to provide annually \$500,000 to cover the administrative costs of running the Centre, the organizational expenses of the Board and Committee and the costs of organizing particular activities during the period 2006-2011 (Article 12). The period of the Government's support was extended from 2012-2014, by amendment of 7 March 2012.

Fourteen Member States of the Latin America region have informed the Director-General of their interest in participating in the activities of the Centre, in accordance with Article 3.2 of the Agreement: Argentina, Plurinational State of Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, Guatemala, Mexico, Paraguay, Peru, Uruguay, Bolivarian Republic of Venezuela.

Purpose

The main objectives of this review are to assess the Centre's performance with respect to its objectives and functions, as specified in the agreement between UNESCO and the host Government, and its

contribution to UNESCO's strategic programme objectives and sectoral or intersectoral programme priorities and themes. The findings of the review will serve as the basis for the Category 2 Centres Review Committee's recommendation to the Director-General as to whether the Agreement should be renewed. The Director-General will then decide whether or not to renew the Agreement between UNESCO and the Government of Peru, subject to the approval of the Executive Board.

The results of this review will be shared with the Government of Peru and the Centre, and included in the report to the Executive Board on the execution of the Programme, as specified in the Integrated Comprehensive Strategy. They will also be made available on the website of the Intangible Cultural Heritage Section.

Scope

In order to meet the purpose of the review described above, the following parameters shall be considered by the expert(s) responsible for conducting the review and writing a report that is consistent with UNESCO's reporting mechanisms:

- (a) Whether the activities effectively pursued by the Centre are in conformity with its functions as set out in the Agreement signed between UNESCO and the Government of Peru;
- (b) The relevance of the Centre's programmes and activities to achieving UNESCO's strategic programme objectives and sectoral or intersectoral programme priorities and themes, as defined in the Organization's Medium-Term Strategy (C/4), and to attaining programme results at the Main Lines of Action (MLA) level, as defined in the Organization's Approved Programme and Budget (C/5);
- (c) The effectiveness of the Centre's programmes and activities to achieving its stated objectives, as defined in the Agreement;
- (d) The quality of coordination and interaction with UNESCO, both at Headquarters and in the field, with regard to planning and implementation of programmes, as well as with other thematically-related category 2 institutes/centres;
- (e) The quality of relations with CRESPIAL Member States, including its focal points, government agencies and UNESCO National Commissions, and with public/private partners and donors;
- (f) The nature and quality of organizational arrangements, including management, governance and accountability mechanisms;
- (g) The human and financial resource base and the quality of mechanisms and capacities, as well as context-specific opportunities and risks for ensuring sustainable institutional capacity and viability;
- (h) The process of mobilizing extrabudgetary resources and to what extent such extrabudgetary funding is aligned to the strategic programme objectives of UNESCO.

In addition to the findings on each topic, the expert(s) shall offer four types of recommendations: (1) a general recommendation whether renewal of the Centre's status as a category 2 centre is warranted and would conform to the Integrated Comprehensive Strategy; (2) specific recommendations to the Centre for improving the effectiveness of its operations; (3) specific recommendations to UNESCO for improving the effectiveness of its coordination and interaction with the Centre; (4) specific recommendations for possible amendments to the Agreement, in the event it is to be renewed.

Methodology

- The review of the Centre will include:
- A desk study of relevant documents, provided by the Centre and UNESCO Secretariat;
- A visit to the Centre, including interviews with the Centre's management and staff;

- Interviews (telephone, online and/or via e-mail) with the Centre's stakeholders, collaborators, and beneficiaries as well as UNESCO staff concerned;
- Preparation of the review report.

Roles and responsibilities

The review will be conducted by one or two external reviewers. Local travel, materials, secretarial support and office space will be provided by the Centre during the field visit. The reviewer(s) will be responsible for telecommunications and printing of documentation.

The Intangible Cultural Heritage Section will facilitate and oversee the review process, to the extent possible, by providing any relevant information. The UNESCO Culture Sector will be responsible for reviewing and approving the final report.

Background documents

UNESCO shall make the following documents available to the review team in electronic form:

- The Executive Board and General Conference documents concerning the establishment of the Centre;
- The existing Agreement between the Government of Peru and UNESCO concerning the establishment of the Centre, together with its amendment;
- The Medium-term Strategy, 2008-2013 (34 C/4) and Approved programme and budget, 2008-2009 (34 C/5); Approved programme and budget, 2010-2011 (35 C/5) and Approved programme and budget, 2012-2013 (36 C/5);
- Relevant correspondence concerning the cooperation between UNESCO and the Centre.
- The Centre shall make the following documents available to the review team in electronic or paper form:
 - Annual progress reports;
 - Financial reports;
 - List of staff;
 - List of key publications;
 - List of donors and project partners;
 - Minutes, decisions and working documents of the Governing Board and Executive Committee meetings;
 - Report of support provided to or received from Member States;
 - Available audit and evaluation reports;
 - Account of networking achievements linked with other thematically related category 2 institutes/centres and UNESCO's programmes.

Draft review report

A draft report shall be submitted in Spanish presenting findings, conclusions and recommendations, with a draft executive summary. The UNESCO Culture Sector, the Government of Peru and the Centre itself will have the opportunity to comment and give feedback to the review team.

Final review report

The final report (max. 20 pages, excluding annexes) should be structured as follows:

- Executive summary (maximum four pages);
- Methodology;

- Findings;
- Recommendations (as described above);
- Annexes (including interview list, key documents consulted, Terms of Reference).

The language of the report shall be Spanish.

Review team

The review team will consist of one or more independent experts/reviewers. A single proposal/expression of interest must be submitted on behalf of the team, whether it is one or several persons, and a single contract will be executed.

Qualifications:

- At least 7 years of professional experience in research and/or capacity-building in the field of cultural heritage, cultural policy or culture and development;
- At least 7 years of professional experience in policy and programme evaluation in the context of international development;
- Fluency in Spanish (written and spoken) and in English or French (written and spoken);
- Knowledge of the role and mandate of UNESCO and its programmes.

Schedule

The review shall be completed no later than 20 December 2013.

The schedule for the review is as follows:

- A desk study of background documents (to be completed prior to the visit to the Centre)
- A mission to visit the Centre
- Writing and submission of the draft review report no later than 15 November 2013
- Submission of the final review report

The date of the mission to the Centre will be defined by UNESCO in coordination with the Centre and taking into account the reviewers' availability.

Submission of proposals/expression of interest

Interested candidates should submit their applications in English or French, consisting of:

- (1) Curriculum vitae of experts/reviewers and, if applicable, company profile;
- (2) Letter expressing interest and clearly identifying how the candidate/candidate team meets the required skills and experience;
- (3) For enterprises/companies, a single overall cost; for individuals a total cost, distinguishing the fees for services from the travel expenses.

Applications should be submitted no later than Monday, 7 October 2013, midnight (Paris time) to b.de-sancristobal@unesco.org. Please note that applications submitted through other channels will not be considered. Selection will be made on the basis of best value for money.