

**MEDIUM-TERM DEVELOPMENT STRATEGY  
(2011-2015)**

**The International Training Centre  
for Intangible Cultural Heritage in the Asia-Pacific Region  
under the Auspices of UNESCO (CRIHAP)  
January 2012**

# Table of Contents

Preamble .....	3
I. Vision.....	3
II. Objectives.....	3
III. Key Activities.....	3
1. Training.....	4
2. Regional and International Cooperation.....	6
3. Promotion Activity.....	7
4. Overall consideration and future development.....	7
IV. Principles.....	8
1. The 2003 Convention-Oriented .....	8
2. Prticipation for All .....	8
3. Priority on cooperation with developing countries.....	8
V. Supporting Measures .....	9
1. Human Resource.....	9
2. Organization.....	9
3. Team Performance Mode.....	10
4. Theory, information and fund support .....	10
VI. Conclusion .....	10

# Preamble

The International Training Centre for Intangible Cultural Heritage in the Asia-Pacific region under the Auspices of UNESCO (hereinafter referred to as “CRIHAP”), based in China, will actively cooperate with all member-states of UNESCO in the Asia-Pacific Region in order to jointly contribute to the safeguarding of ICH of humanity. Being guided by the principles of being future-oriented, far-reaching, integration, and international, CRIHAP has drafted its medium-term development strategy for 2011-2015 in conformity with the objectives and principles of UNESCO’s Medium-Term Strategy for 2008-2013, its Program and Budget for 2012-2013, the Agreement Between the Government of the People’s Republic of China and UNESCO regarding the Establishment in Beijing of an International Training Centre for Intangible Cultural Heritage in the Asia-Pacific Region under the Auspices of UNESCO (Category 2) (hereinafter referred to as the “Agreement”).

## I. Vision

The **Vision for CRIHAP** is: to strive to develop comprehensively into a leading international institution, with Chinese features, active in the field of ICH safeguarding and to endeavor to be a model for category II institutions/centres under the Auspices of UNESCO.

## II. Objectives

According to Article 7 stipulated in the Agreement, CRIHAP shall specialize in training and its objectives shall be to:

- (a) promote the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage and contribute to its implementation in the Asia-Pacific Region;
- (b) increase the participation of communities, groups and individuals in safeguarding intangible cultural heritage in the Asia-Pacific Region,
- (c) enhance the capacity of the Asia-Pacific Member States of UNESCO in safeguarding ICH, particularly by strengthening the capacities of concerned personnel,
- (d) foster regional and international cooperation for safeguarding ICH.

## III. Key Activities

In realizing its objectives, **CRIHAP** will primarily carry out for the Asia-Pacific region three key activities: **training (as its primary activity)**, regional and international cooperation as well as promotion activity.

# 1. Training

## Overall Consideration

In order to enhance the capacity of the Asia-Pacific Member States of UNESCO in safeguarding ICH, particularly by strengthening the capacities of concerned personnel, CRIHAP will seek to accomplish this objective through two types of training programs: short-term training programs and long-term education programs

Considering the fact that CRIHAP is still at its initial development phase, for the first medium-term development strategy, priority will be given to the short-term training programs. At the same time, CRIHAP will also endeavor to explore further the necessity and feasibility of implementing long-term training programs.

## (1) Short-Term Training Programs

### Target Trainees

- Government official responsible for ICH safeguarding;
- Experts in ICH safeguarding;
- Carriers of ICH;
- member from groups and individuals;
- Journalists and reporters from media;
- staff from ICH safeguarding organizations.

Special workshops will be organized for journalists and reporters from media active in promoting and reporting on ICH safeguarding.

### Facilitators

Regional experts accredited by UNESCO in cooperation with local experts

### Training Contents

Short-term training programs may be divided into three parts: classroom training program, professional exchange and field study. Each training workshop will consist of the following three parts.

**Classroom training:** Lecture on conceptual knowledge about the 2003 Convention and related documents (teaching material provided by UNESCO will be used), ICH safeguarding law or regulations enacted in some countries, and theories in the field of ICH safeguarding. Practical knowledge on inventorying and nomination file preparation, etc will also be focused.

**Professional Exchange:** It will take the form of intervention and discussion. Experts will discuss views with trainees from various countries, in combination with their own safeguarding practice and experience.

**Field Study:** Experts and trainees will conduct field study at a local training site, taking the form of case study, in order to know and study the real state of ICH safeguarding and inheriting.

### Measuring Indicators

Considering the training contents and the demand from various trainees, CRIHAP will accomplish the following training workload in the coming four years:

**Teaching hour to be accomplished:** It is planned that each training workshop will consist of 70 teaching hours (50 minutes each), 35 for lectures, 21 for interventions/discussions, 14 for field study. It is estimated to organize minimum 4 training workshops per year. The teaching hours per year will be 280. It is estimated to organize minimum 16 workshops for 2012-2015. The teaching hours for

2012-2015 will be 1120 in total.

**Countries to be covered:** For 2012-2014, it is estimated that CRIHAP will organize workshops in cooperation with minimum 12 countries in the Asia-Pacific region, including China. In 2015, workshops will be organized in cooperation with minimum 4 countries, emphasize will be placed on sub-regions with similar cultural background (for example, the Southeast Asian cultural sphere and Northeast Asian cultural sphere).

**Number of trainees to be covered:** It is estimated that there will be 30-50 trainees per workshop in average. By the end of 2015, it is expected that 480-800 trainees will be covered.

### **Expected outcome**

- deep understanding of the different mechanisms established by the 2003 Convention;
- gradual build-up of human resources and technical know-how necessary to implement the 2003 Convention effectively;
- promote appropriate awareness of the significance ICH and its safeguarding for all stakeholders at large.

## **(2) Long-Term Education Program**

### **Feasibility Study**

Along with the intense short-term training activities, CRIHAP will also consider to carry out a necessity and feasibility study on the development of a long-term education program, in consultation with the capability building unit of the ICH Section, UNESCO, Chinese National Commission for UNESCO, Chinese Ministry of Education and the Ministry of Culture.

### **Cooperative partners and education pilot base**

Considering the fact that CRIHAP is in its initial development stage, CRIHAP will try to implement pilot projects for long-term education program in China as first step. Based on the status quo of the scholars reservation in China and the relationship between CRIHAP and its cooperative partners, CRIHAP plans to establish some long-term education bases in cooperation with the Ethnic Literature Institute of Chinese Academy of Social Sciences, Central Minzu University, Chinese National Academy of Arts, Zhongshan University and Northwest Minzu University, etc.

### **Expected Outcome**

**Overall outcome:** by carrying out the long-term education program, CRIHAP aims to cultivate future master-level experts and scholars for developing countries in the Asia-Pacific region by long-term training program.

**Outcome for Pilot-phase (2012-2014):** CRIHAP expects to cultivate advanced students in the field of ICH safeguarding (equivalent to graduate) and formal graduates by carrying out pilot projects in cooperating with relevant universities and research institutions in China. At the same time, CRIHAP will contact with universities and institutions in other countries in the region to discuss the feasibility of carrying out similar long-term education programs.

**Outcome For 2015,** CRIHAP expects to carry out a pilot long-term education project in cooperation with a country in the Asia-Pacific region to cultivate advanced students and graduates as professionals in the field of ICH safeguarding. CRIHAP also expects to cultivate graduates with Master and Doctorate degrees when ICH safeguarding being recognized as a discipline.

## **(3) Fundamental Work**

### **Scholar and Expert Resources**

- UNESCO officers from the ICH Section, and experts accredited by UNESCO  
---delivering training courses under the framework of the 2003 Convention
- Experts and scholars active in ICH safeguarding in Asia-Pacific region, experts and scholars active in ICH safeguarding in other parts of the world;  
---delivering training courses primarily based on local, regional ICH and its safeguarding in combination with field study;
- CRIHAP will also focus on youth experts and scholars in ICH safeguarding.  
---for the purpose of training and reserving young experts and scholars for the sustainability of ICH safeguarding in the future;

### **Training Programs and Plans**

CRIHAP will draft training programs and syllabuses in consultation with the capacity building unit of the ICH section of UNESCO, relevant professional institutions, universities and experts active in the field of ICH safeguarding. At the same time, CRIHAP will also work in close cooperation with them on developing long-term training programs aiming at future senior professional personnel reservation.

### **Teaching Material Selection and Compilation**

The teaching material will be selected primarily from the following sources:

- the ready-made teaching material prepared by UNESCO
- organize experts and scholars to select and compile teaching material for ICH;
- organize translators to translate relevant UNESCO documents and compile them into teaching materials;
- organize translators to translate cases on the “Best Practice Register” and compile them into teaching materials in light of the successful safeguarding experiences of the best practices.

## **2. Regional and International Cooperation**

### **(1) Overall Consideration**

In order to foster regional and international cooperation for safeguarding ICH, CRIHAP will seek to accomplish this objective through organizing relevant international exchange and cooperative activities in order to build up an exchange and cooperation platform for professional institutions, experts and scholars active in the field of ICH safeguarding in the Asia-Pacific region. The aim is to contribute to the joint safeguarding of ICH in the region by raising mutual awareness of the status quo of ICH existed in the other country, decreasing misunderstanding and promoting cooperation.

### **(2) Fundamental Work**

To organize the compiling of series of books on general situation of ICH in the Asia-Pacific Region

- Compilers and writers: Experts and scholars active in ICH safeguarding in Asia-Pacific region;
- Contents: General introduction to ICH resources existed in the Asia-Pacific region, together with further analysis of their status quo
- Function and Value: Foundation for regional and international exchange and cooperation; teaching materials for future training activities

To organize professional to translate of materials related with UNESCO “Best Practice Register”

- Translators: Experts and scholars active in ICH safeguarding in Asia-Pacific region

- Contents: general introduction to the successful ICH safeguarding practices listed on the register, case by case, together with detailed analysis.
- Function and Value: foundation for regional and international exchange and cooperation; teaching materials for future training

### **(3) Organizing an International Forum on “Heritage of Humanity • International Cooperation • Joint Safeguarding**

- Date: Heritage Day in 2013 ( on the occasion of the celebration of the tenth anniversary of the adoption of the 2003 Convention ); Heritage Day in 2015.
- Theme: Heritage of Humanity • International Cooperation • Joint Safeguarding
- Purpose: In response to the challenge facing by relevant member states in safeguarding and nominating ICH elements existed in several countries, the purpose of the forum is to explore the necessity and feasibility of joint nomination and joint safeguarding, as well as the operational safeguarding measures.

## **3. Promotion Activity**

### **(1) Overall Objective:**

In order to promote the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage and contribute to its implementation in the Asia-Pacific Region, CRIHAP will seek to accomplish this objective through organizing relevant promotion activities.

### **(2) Guidelines**

In carrying out promotion activities, CRIHAP will take a global vision, and taking into consideration special and important occasions and events in the field of ICH in the Asia-Pacific region and in the world at large.

### **(3) Concrete measures**

- CRIHAP will keep a regular communication channel with ICH section of UNESCO, by establishing communication mechanism and point of contact, for the purpose of getting access to the updated events and status quo of ICH at the international level.
- CRIHAP will keep contact and communication with media in member states in Asia-Pacific region, by establishing communication mechanism and point of contact, for the purpose of publicizing important current news related with ICH in the region.
- CRIHAP will establish an official website for the purpose of promotion. The establishment will be implemented in several phases and the first phase will be implemented in 2012. The establishment of the website will be improved and completed during 2013-2015.
- In 2013, CRIHAP will organize, on the occasion of the 10th anniversary of the adoption of the 2003 Convention, promotion activities including the International Forum on “Heritage of Humanity • International Cooperation • Joint Safeguarding.

## **4. Overall consideration and future development**

In line with the memorandum signed by China, Korea and Japan, CRIHAP will organize experts, scholars and institutions to conduct adequate survey and study on

ICH closely related with the substantial need of training activities. Based on all experiences of activities, CRIHAP will endeavor to organize relevant experts and professional institutions to provide technical consultancy service in drafting ICH safeguarding policies, laws and regulations, ICH safeguarding programs and plans, community-based inventorying, etc, when it is made desirable..

## **IV. Principles**

### **1. The 2003 Convention-Oriented**

CRIHAP's activities and programs shall be carried out in conformity with the 2003 Convention and, in particular, its purposes and objectives and definitions (Article 1 and 2).

### **2. Participation for All**

In order to increase the participation of communities, groups and individuals in safeguarding intangible cultural heritage in the Asia-Pacific Region, CRIHAP will seek to accomplish this objective by taking all necessary measures to ensure that all activities organized will serve this objective.

### **3. Priority on cooperation with developing countries.**

China and other countries have accumulated rich experience in ICH safeguarding, which is precious, in particular, for developing countries. CRIHAP will invite government officials, experts, scholars, media workers, representatives of research institutions, non-government organizations, communities and groups and individuals, to explore jointly experiences and lessons in ICH safeguarding, aiming at jointly creating a cooperation framework on ICH safeguarding among developing countries and to carry out the following activities within the framework:

- (1) cultivating future experts and scholars for developing countries through short-term training, scholarship provision, and degree-oriented education;
- (2) sending expert groups to developing countries to assist in their ICH safeguarding and nomination preparation;
- (3) establishing databases of ICH elements, experts, scholars, professional institutions active in ICH safeguarding;
- (4) promote exchange and cooperation in ICH safeguarding and nomination among developing countries.



# V. Supporting Measures

## 1. Human Resource

A high performance professional team will be organized. According to Article 11 in the Agreement, members of the Secretariat may comprise:

- (a) any person appointed by the Director, in accordance with the procedures laid down by the Governing Board;
- (b) Government officials who are made available to the Centre, as provided by Government regulations.
- (c) members of UNESCO's staff who are temporarily seconded and made available to the Centre as provided for by UNESCO's regulations and by the decisions of its governing bodies.

CRIHAP will take measures to ensure that staff has the necessary expertise and relevant qualifications as follows:

- 1) Education Qualification : Bachelor's degree or higher in the field of intangible cultural heritage, law, communication courses, English, French;
- 2) Relevant professional working experience in the field of ICH (research, safeguarding, nomination, promotion, translation, etc);
- 3) Be proficient in English and French
- 4) Be proficient in IT knowledge (Microsoft office software: Word, Excel, ppt)
- 5) Competence in planning, communicating, coordination and organizing;
- 6) Rich international experiences and familiar with international practice in the field of ICH
- 7) Healthy personality

CRIHAP will endeavor to create a pleasant and healthy cultural environment with the following values: committed, contributing, striving, entrepreneurship.

## 2. Organization

According to Article 8 of the Agreement, CRIHAP shall be guided and supervised by a Governing Board. At the same time, in order to provide the Governing Board with necessary scientific advisory services, the Governing Board may constitute and Advisory Committee. Besides the director of CRIHAP, the director will appoint one or two deputy directors in charge of the routine work of CRIHAP. Moreover, six divisions will be established step by step with the following functions:

**Liaison Division** : communicating, drafting programs and plans, international exchange and cooperation;

**Training Division**: planning and implementation, training and professional exchange, trainer arrangement, accreditation management;

**Promotion Division**: media relationship, exhibition and performance planning and implementation, publicity and promotion planning and implementation;

**Academic Division**: information collection, translation and introduction, publication and distribution, survey and study organization;

**Financial Division**: financial Accounting, financial management, cost-related activity

supervision, asset management;

**General Office** : secretarial work, human resource administration, logistics support, legal issues.

### **3. Team Performance Mode**

CRIHAP will adopt the team performance mode and operate in the following mechanism: the Liaison Division is responsible for the drafting of the overall development strategy (including general objectives and guidelines) for CRIHAP, which will be guided and supervised, examined by the managing team of CRIHAP. The Training Division, the Academic Division will be responsible for the drafting of the operational plans under the general objectives, and to provide professional and academic support for the drafting of the overall development strategy as well. The General Office will provide logistics support. The Training Division and Promotion Division will implement the plans. The outcome assessment will be conducted by the managing team.

### **4. Theory, information and fund support**

- (1) It is expected to get theory support from experts, specialist and institutions.
- (2) It is expected to explore the possibility of establishing an information sharing system.
- (3) Fund support: CRIHAP will endeavor to work in various ways to diversify source of fund, namely, grant appropriated by the Central Government, input from the Chinese National Academy of Arts. CRIHAP will also endeavor to explore the feasibility of establishing sponsor mechanism and special fund for ICH safeguarding.

## **VI. Conclusion**

During the preparation period, CRIHAP established partnership with Chinese Academy of Social Sciences, Peking University, Chinese National Academy of Arts, and the Central Minzu University etc. Moreover, CRIHAP endeavors to discuss the necessity and possibility of establishing training bases, study bases, exchange bases, inheriting bases, center for communication and promotion and ICH TV channel, and ICH special fund in cooperation with relevant organizations and institutions. In the future, CRIHAP will locate three institutions in the region to establish close partnership, and continues to keep a close cooperation with UNESCO headquarters relevant academic and professional institutions and other C2 Centres, hoping to get support from them on CRIHAP's international training and international exchange and cooperation and promotion activities. In conclusion, CRIHAP will play its function as an organizer and coordinator in the field of ICH safeguarding by building up a wide international cooperation network for sharing information, experiences and expertise.