

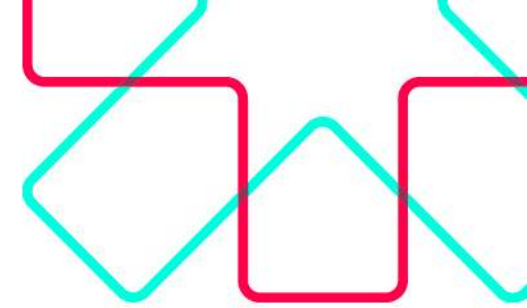
MARTIN
JENKINS

EVALUATION OF CRESPIAL

Final Report

November 2020





CONTENTS

Abbreviations	1
Executive summary	3
Introduction	5
Background	6
Findings	10
Conclusion	23
Recommendations	24
Annex 1: Terms of reference	27
Annex 2: Interviewees	29
Annex 3: List of documents reviewed	31
Annex 4: Interview guide	32
Annex 5: Organisational chart	34
Annex 6: CRESPIAL's Strategic Objectives 2018–21	35
Annex 7: CRESPIAL's budget 2020 (in usd)	36
Annex 8: Draft agreement	37



PREFACE

This report has been prepared for UNESCO by Mette Mikkelsen, Sofia Cossar and Nick Davis from MartinJenkins (Martin, Jenkins & Associates Limited).

MartinJenkins advises clients in the public, private and not-for-profit sectors. Our work in the public sector spans a wide range of central and local government agencies. We provide advice and support to clients in the following areas:

- public policy
- evaluation and research
- strategy and investment
- performance improvement and monitoring
- business improvement
- organisational improvement
- employment relations
- economic development
- financial and economic analysis.

Our aim is to provide an integrated and comprehensive response to client needs – connecting our skill sets and applying fresh thinking to lift performance.

MartinJenkins is a privately owned New Zealand limited liability company. We have offices in Wellington and Auckland. The company was established in 1993 and is governed by a Board made up of executive directors Kevin Jenkins, Michael Mills, Nick Davis, Allana Coulon and Richard Tait, plus independent director Sophia Gunn and chair Dr David Prentice.

Cover photo courtesy of Adrian Dascal on Unsplash.



ABBREVIATIONS

2003 Convention	Convention for the Safeguarding of the Intangible Cultural Heritage
C/5	UNESCO's Approved Programme and Budget
CAD	Consejo de Administración / Administration Council
COE	Comité Ejecutivo / Executive Committee
CRESPIAL	El Centro Regional para la Salvaguardia del Patrimonio Cultural Inmaterial de América Latina / the Regional Centre for the Safeguarding of the Intangible Cultural Heritage of Latin America.
DDC-Cusco	Decentralized Department of Culture of Cusco
DG	Director-General
ER	Expected Result
ICH	Intangible Cultural Heritage
MLA	Main Line of Action
SDGs	Sustainable Development Goals
SEGIB	Iberian-American General Secretariat



“When people make [Intangible Cultural Heritage] their own, they revalue themselves as people....
If you have culture, you have history.”

– *Interviewee*



EXECUTIVE SUMMARY

CRESPIAL's achievements and contributions

CRESPIAL has clearly achieved the objectives set out in the agreement between the Government of Peru and UNESCO. The Centre has contributed to **UNESCO's Approved Programme and Budget C/5** and has maintained a good balance between contributing to UNESCO's priorities and contributing at the community-level.

The Centre's contribution to the 2003 Convention's global capacity programme has been particularly strong. While efforts to align plans and indicators with **Agenda 2030** and the SDGs have been less pronounced, there are clear instances of CRESPIAL having contributed to the SDGs.

Coordinating with UNESCO and partnering with other organisations

Coordination and interaction between the Centre and **UNESCO** (at both the headquarters and field level) are working well, through both formal and informal mechanisms. CRESPIAL is keen to explore additional opportunities for joint programming with other category 2 centres under the auspices of UNESCO active in the field of intangible cultural heritage.

CRESPIAL's **partnerships** with international organisations, councils and associations have mainly been programmatic and have increased in the last few years.

Funding and autonomy

CRESPIAL enjoys a high level of financial and political support, as well as autonomy from **the Peruvian Government**. This contributes to the Centre's

regional character and is a considerable strength. However, CRESPIAL's legal status under Peruvian law is ambiguous. This has led to challenges and delays in funding and staffing.

While the number of participating states has almost tripled since its inception 15 years ago, its **funding** has remained static. This is unsustainable.

CRESPIAL has no donors outside the Peruvian Government, except for a low level of in-kind support from participating states for country-specific programming and occasionally for international meetings, such as meetings of the CAD and COE. The Centre's over-reliance on one funding source creates **significant financial risk**.

That risk was exemplified when CRESPIAL faced a near-existential threat in early 2020 due to the COVID-19 pandemic, which impacted its traditional funding stream via the Decentralised Directorate of Culture of Cusco (from entrance fees to Machu Picchu). For the time being, the Peruvian Ministry of Culture is funding the Centre.

Governance and management










The Centre's two **governance** bodies, the Executive Committee, and the Administration Council, provide a well-functioning decision-making structure that is representative of the region.

The Centre's **management**, made up by its Director-General and supported by the Technical Director and Administrative Director, is strong and technically competent.

Staff are responsive, committed and experts in their fields, and internal procedures have been professionalised in later years.



Recommendations

-  1 Renew and revise the agreement as a tripartite agreement
-  2 Explore changing the agreement to include all CRESPIAL's participating states
-  3 Clarify the Centre's status under Peruvian law
-  4 Develop new funding streams
-  5 Sharpen objectives and develop a theory of change
-  6 Further strengthen links to communities
-  7 Continue improving the Centre's monitoring, evaluation and learning systems
-  8 Further strengthen interaction with UNESCO
-  9 Continue to broaden the way in which the 2003 Convention is applied



INTRODUCTION

Objective of this evaluation

This evaluation assesses the extent to which CRESPIAL has delivered on its objectives and functions and its contribution to UNESCO's Approved Programme and Budget (C/5), including global strategies, action plans and sectoral programme priorities.¹ The evaluation covers the period 2014–2020.²

The Government of the Republic of Peru has asked UNESCO to renew the agreement governing CRESPIAL. This evaluation will inform the decision whether to renew the agreement for a further eight years³ and whether to continue the current bipartite model between UNESCO and the Government of Peru, or if this should be changed to a tripartite model.⁴

Focus and scope of the evaluation

The focus of the evaluation is:

- 1 the extent to which CRESPIAL achieved its **objectives** as set out in the agreement signed with UNESCO
- 2 the Centre's contribution to the **achievement of UNESCO's Approved Programme and Budget (C/5)**, global strategies, action plans and sectoral programme priorities
- 3 the Centre's contribution to **global development agendas**, notably to the 2030 Agenda for Sustainable Development and the related SDGs

¹ See Annex 1: Terms of reference

² The first evaluation of the Centre was carried out in 2014 and recommended that CRESPIAL's agreement with UNESCO be renewed for a period of six years (2014-2020).

³ The conclusions of the renewal evaluation will be submitted to the UNESCO Intersectoral Review Committee, which will provide a recommendation to the UNESCO Director-General on whether to

- 4 the quality of the Centre's **coordination and interaction** with UNESCO, National Commissions, and with other category 1 and 2 institutes or centres
- 5 the **partnerships** the Centre has developed and maintained with government agencies, public and private partners, and donors
- 6 the nature and efficiency of the Centre's **governance**, including its organisational arrangements, management, human resources, and accountability mechanisms
- 7 the Centre's **financial** resources
- 8 the extent to which the Centre enjoys the **autonomy** necessary for it to play its role.

Methodology

The evaluation was mixed-method and mainly qualitative. It consisted of a desk review of relevant documents and 29 semi-structured interviews done virtually with staff from CRESPIAL, UNESCO, the Peruvian Government, including the Decentralised Directorate of Culture of Cusco, members of the Centre's two governing bodies, participating state focal points, and facilitators. The reviewers submitted a draft report to CRESPIAL, UNESCO and the Government of Peru for comment, before the report was finalised.

See also Annex 2: Interviewees, Annex 3: List of documents reviewed and Annex 4: Interview guide.

renew UNESCO's agreement with the Centre. The Director-General will then provide a recommendation to the UNESCO Executive Board, which will decide on the renewal of the agreement.

⁴ Category 2 centres and institutes are typically governed by bipartite agreements. UNESCO's General Conference recently approved a new agreement model – a tripartite agreement – whereby the centre or institute also becomes a signatory to the agreement.



BACKGROUND

About CRESPIAL

Objectives and functions

The Regional Centre for the Safeguarding of the Intangible Cultural Heritage of Latin America (CRESPIAL) is a UNESCO category 2 centre based in Cusco, Peru.

CRESPIAL has 16 participating states: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, the Dominican Republic, El Salvador, Ecuador, Guatemala, Mexico, Paraguay, Peru, Uruguay, and Venezuela.

CRESPIAL was established following approval from the UNESCO General Conference in 2005, and a subsequent agreement between the Government of the Republic of Peru and UNESCO in 2006. The objectives of CRESPIAL are to:

- **promote the safeguarding of intangible cultural heritage** at a national and regional level, through the effective implementation and monitoring of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage and other relevant international instruments in this field as well as exchange, cooperation and sharing of experiences in this field in the region
- **consolidate and strengthen institutional capacities** for safeguarding intangible cultural heritage in the region

- promote respect for the purposes and the **proper use of the mechanisms of the 2003 Convention** as well as the substantive **inclusion of communities**.

CRESPIAL's functions are to:

- **encourage participating States to adopt policies, legislative and administrative provisions** referred to in Article 13 of the Convention
- **strengthen national capacities** in the areas of identification, documentation, inventory making and safeguarding of intangible cultural heritage (ICH)
- **promote cooperation** between institutions and networks of professionals in its participating States on ICH
- **improve understanding and awareness-raising** of the Convention and its mechanisms at the local, national, and regional levels and to provide tools and methodologies for the inclusion of communities in the safeguarding of ICH.

CRESPIAL is a part of UNESCO's network of category 2 institutes and centres. These are not legally a part of UNESCO but are 'under the auspices' of UNESCO through formal arrangements approved by the UNESCO General Conference. There are currently seven category 2 centres active in the field of ICH,⁵ of which CRESPIAL is one.

⁵ One further category 2 centre in Sharjah (United Arab Emirates) has been decided by the UNESCO General Conference but an agreement has yet to be signed for this centre. When the agreement is signed, there will be eight category 2 centres active in the field of ICH.



UNESCO's approach to category 2 institutes and centres is guided by the relatively new '*Strategy for Category 2 Institutes and Centres under the auspices of UNESCO*', which was adopted by UNESCO's General Conference in 2019.

A key tenet of this strategy is to empower category 2 institutes and centres by moving to a default tripartite agreement model for the centre or institute. This means that the agreement governing the centre or institute is between the host government, UNESCO and the centre or institute itself – a change from CRESPIAL's current agreement model, which is between UNESCO and the Government of Peru only.

Governance and management

CRESPIAL is governed by two bodies:

- The **Administration Council (CAD)** consists of one representative (known as 'focal points') from each of CRESPIAL's 16 participating states, and one UNESCO representative. The focal points represent the government institutions in charge of implementing the 2003 Convention (usually the Ministry of Culture). The CAD's role is to guide the activities of the Centre, by approving its programmes, work plans and budgets. The CAD meets at least once a year.
- The **Executive Committee (COE)** consists of 5 of the 16 focal points (elected on a rotating basis by the CAD) and the focal point of Peru (who is the only permanent member of the COE). The COE's role is to guide and monitor the implementation of the Centre's programmes and activities. The COE meets at least twice a year.

CRESPIAL is managed by a Director-General (DG), who leads the Centre's Technical Secretariat, which executes the decisions of the CAD and COE. CRESPIAL's Technical Director (who oversees programming) and the Administrative and Financial Director are also a part of the Technical

Secretariat. Each Director has her own team. The Director-General, the Technical Director and the Administrative and Financial Director together make up the Steering Committee of the Technical Secretariat.⁶

Although CRESPIAL has technical, logistical, and operational autonomy, it is subject to the laws of Peru. CRESPIAL's legal status under Peruvian law is not completely clear and it currently sits somewhere between being a government agency, a civil society organisation, and an international organisation.

Programmatic activities

CRESPIAL's Biannual Operational Plan for 2020–2021 has four programmatic areas: the Capacity Building Programme, the Community Management Programme, the Multinational Projects Programme, and the Stimulus Programme. These are supported by two cross-cutting workstreams: Community Management and Knowledge Management.

The Centre is focusing on the following thematic areas for the period 2018–2021: Organisation and operations; Relationships; International technical cooperation and funding; Programmatic activities; and Monitoring & evaluation/Accountability (more detail can be found in Annex 6: CRESPIAL's Strategic Objectives 2018–21). Each area has its own strategic objectives.

Staff and funding

The Centre employs 11 permanent staff supported by specialised consultants who are brought in for specific assignments. In 2020, CRESPIAL has engaged six consultants.

The Centre is funded by the Government of Peru, specifically by the Decentralised Department of Culture of Cusco (DDC-Cusco). The Centre

⁶ An organisational chart can be found in Annex 5: Organisational chart



receives US\$500,000 a year.⁷ DDC-Cusco visits the Centre annually for two weeks to audit its finances and activities.

Funding for CRESPIAL has traditionally come via DDC-Cusco from the entrance fees to Machu Picchu. However, when COVID-19 shut down Machu Picchu in early 2020, funding from DDC-Cusco was suspended. Peru's Ministry of Culture is now temporarily funding the Centre.

The 2003 Convention

In 2003, UNESCO's General Conference adopted the Convention for the Safeguarding of the Intangible Cultural Heritage, which has since been ratified by 180 countries.⁸

The 2003 Convention is the international community's first binding multilateral instrument to safeguard and raise the profile of ICH. It has four main goals:

- To safeguard intangible cultural heritage
- To ensure respect for the intangible cultural heritage of the communities, groups and individuals concerned
- To raise awareness and appreciation of the importance of intangible cultural heritage at the local, national, and international levels
- To provide for international cooperation and assistance.

Intangible cultural heritage is defined according to the provisions of the 2003 Convention (article 2) as *'the practices, representations, expressions, knowledge, skills – as well as the instruments, objects, artefacts and cultural*

spaces, associated therewith – that communities, groups and, in some cases, individuals recognize as part of their cultural heritage.'

UNESCO and intangible cultural heritage

UNESCO's Living Heritage Entity, which sits within the Culture Sector, functions as the Secretariat for the 2003 Convention.

UNESCO's Approved Programme and Budget (C/5)⁹ sets the overall priorities for UNESCO's activities.¹⁰ While CRESPIAL is autonomous and separate from UNESCO, it is also, as a category 2 centre, obliged to contribute to C/5. For the purposes of this evaluation, CRESPIAL's relevance and contributions will be assessed against 37 C/5.¹¹

Within 37 C/5, the key main line of action (MLA) and the associated expected result (ER) relevant to CRESPIAL are:

- **Main line of action 2:** Supporting and promoting the diversity of cultural expressions, the safeguarding of the intangible cultural heritage, and the development of cultural and creative industries.
 - **Expected Result 6:** National capacities strengthened and utilised to safeguard the intangible cultural heritage, including indigenous and endangered languages, through the effective implementation of the 2003 Convention.

UNESCO has also developed an overall results framework for the 2003 Convention with 26 core indicators.¹²

Capacity building is a key priority for implementing the 2003 Convention. UNESCO's capacity building programme for ICH was put in place in 2009 to

⁷ Annex 7 states that CRESPIAL's budget for 2020 is around US\$611,000. The additional \$110,000 was carried over from the previous year's budget.

⁸ <https://pax.unesco.org/la/convention.asp?KO=17116&language=E>

⁹ UNESCO's Approved Programme and Budget (C/5) is prepared in the context of an eight-year Medium-Term Strategy. It defines the programme of activities and results expected to be achieved at

the end of a four-year period, and two biennial budgets. The C/5 document is approved by UNESCO General Conference every four years for the Programme part, and every two years for the budget part.

¹⁰ As per the ToR, relevance will be assessed against the prevailing Approved Programme and Budget (C/5) at the time in which it was designated, which in this case is

¹¹ 37 C/5: UNESCO's Approved programme and budget, 2014-2017 ...

¹² <https://ich.unesco.org/doc/src/41571-EN.pdf>



support countries to safeguard their ICH, and to promote public knowledge and support for the Convention. In 2011, UNESCO also established a network of facilitators to support capacity building initiatives for the implementation of the 2003 Convention.



FINDINGS

Achievement of objectives

This section assesses the extent to which CRESPIAL has achieved its three objectives, as set out in its agreement with UNESCO.

Objective 1: Promoting safeguarding and exchange, cooperation and sharing of experiences

CRESPIAL has successfully promoted the safeguarding of intangible cultural heritage and knowledge of ICH in the region. One metric for this is that the Centre has managed to increase its membership from six to 16 participating states since it was established.

CRESPIAL's Multinational Projects Programme has built regional and cross-sectoral alliances to safeguard ICH in Latin America. One of the Centre's projects, '*Safeguarding Intangible Cultural Heritage of Aymara communities in Bolivia, Chile and Peru*', has been selected to UNESCO's Register of Good Safeguarding Practices (being the only multinational programme thereof), due to its unique ICH safeguarding model between local communities, governments, and NGOs.

The Centre's Incentive Programme has mapped safeguarding initiatives and actors in the region, supporting almost 50 projects and consolidating a photo and video database of ICH expressions in participating states.

The Centre's Spanish-language website and social media (Facebook, Twitter, YouTube, and Instagram) accounts are active, dynamic, and visually appealing. The website, for example, receives an average of approximately 20,000 visits per month. CRESPIAL's YouTube channel has 6,200 followers and its Facebook page has 17,000.

Objective 2: Strengthening institutional capacities

CRESPIAL has succeeded in strengthening institutional capacities in a number of ways. Those interviewed highlighted how the Centre has managed to advance the methodology of the 2003 Convention by developing and implementing its focal point system to better involve ICH experts from across the region in its work. This had led to participating states setting up their own ICH structures, and to designating ICH focal points.

When requested, CRESPIAL also provides technical assistance to participating states on ICH. Participating states are keen to work with CRESPIAL, and one stakeholder pointed out that it was largely due to the Centre's work that Latin America was now at the forefront of implementing the 2003 Convention. In 2020, CRESPIAL co-organised a virtual workshop with the 2003 Convention Secretariat for participating states on how to prepare National Periodic Reports, which received excellent feedback.

The Centre's Capacity Building Programme provides training programmes for relevant officials in participating states. Materials and tools developed by CRESPIAL for the programme are also available for experts in-country to run their own training sessions. Since 2008, CRESPIAL has held over 50 face-to-face and virtual workshops for civil servants and community representatives in participating states, to strengthen their institutional capacities on ICH.

CRESPIAL is seen as being well-placed to deliver on the 2003 Convention because it is located in the Global South, enabling it to bring a regional, Latin American and non-European perspective to the 2003 Convention



(which was described by one interviewee as 'very Eurocentric'). This ability is seen as a real strength.

“Someone said to me, ‘I have been CRESPIALised,’ meaning I [now] understand the 2003 Convention.”

Objective 3: Proper use of the Convention and inclusion of communities

CRESPIAL's work towards achieving this third objective was seen by many stakeholders as especially successful. CRESPIAL is promoting the appropriate use of the 2003 Convention across its training, technical assistance, and advocacy activities.

CRESPIAL is described as being sensitive to the needs of local communities. One stakeholder noted that it was unusual for an organisation working on an international convention (such as CRESPIAL) to make such an effort at placing communities at the centre of its work.

The DG and her team have sought to deepen the Centre's work with communities, including through introducing a Community Management workstream in 2018 to promote the role of communities in ICH safeguarding.

CRESPIAL has upskilled participating state focal points on what community participation means, and on the role of communities in ICH safeguarding, and has worked to strengthen community-level knowledge and use of the 2003 Convention.

One stakeholder reporting being told by one of the participants in CRESPIAL-provided training that they had 'been CRESPIALised', which meant that the individual now 'understood the 2003 Convention'.

The Centre has also widened the scope of its Capacity-Building Programme beyond civil servants to include community and civil society representatives.

Conclusion

CRESPIAL has clearly achieved the objectives set out in the agreement between the Government of Peru and UNESCO, with especially strong performance in Objective 3. The Centre has delivered on these objectives despite a growing membership and a static budget.

There is scope to sharpen the Centre's objectives. Several stakeholders pointed out that the current objectives overlap. For example, arguably the third objective, 'Proper use of the Convention', is already covered by Objectives 1 and 2.

In addition, the 'Community inclusion' part of Objective 3 appears to be more of an add-on, despite this being an important and growing part of the Centre's work. This could be complemented by separating out the 'inclusion of communities' component listed under CRESPIAL's functions in its agreement.

This evaluation proposes sharpening the Centre's objectives (see Annex 8: Draft agreement), and separating out the community component under 'Article 6 – Objectives and Functions.' While community participation is an important dimension of the 2003 Convention and is implicit within other objectives, including it as a separate objective will make this dimension more visible. This visibility will also aid in monitoring of CRESPIAL's performance against community participation outcomes.

CRESPIAL should also consider developing a Theory of Change, which would clarify CRESPIAL's role and contributions under each objective.



Contribution to C/5

CRESPIAL has contributed to UNESCO's Approved Programme and Budget C/5, both to its Main Line of Action 2¹³ and its associated Expected Result 6.¹⁴ UNESCO staff at both headquarters and field level were very positive about the Centre's contributions and efforts to align its work with C/5. One UNESCO stakeholder said that *'they [CRESPIAL] make UNESCO's priorities their priorities.'*

“They [CRESPIAL] make UNESCO's priorities their priorities.”

The contribution of CRESPIAL's Operational and Strategic Plans to C/5, and their alignment with C/5, have significantly improved under the current DG. For example, C/5 was used as a basis for developing the Centre's most recent Strategic Plan, and CRESPIAL built a strong capacity-building component into its Strategic Plan, as this was one of C/5's priority areas. The 2003 Convention Secretariat in Paris also provided input into the current Strategic Plan.

Although its contributions to C/5 have been strong, CRESPIAL has also been able to develop a good balance between the priorities of C/5 and the needs and priorities of communities.

¹³ Main Line of Action 2: Supporting and promoting the diversity of cultural expressions, the safeguarding of the intangible cultural heritage, and the development of cultural and creative industries.

¹⁴ Expected Result 6 National capacities strengthened and utilized to safeguard the intangible cultural heritage, including indigenous and endangered languages, through the effective implementation of the 2003 Convention

Interviewees agreed that one of CRESPIAL's key strengths, which also strengthens its ability to contribute to C/5, is that it is a multinational player that brings countries together and provides a platform for them to network.

While it is positive that its work is aligned with UNESCO's C/5, as a category 2 centre CRESPIAL ultimately remains independent of UNESCO. Several stakeholders remarked that CRESPIAL should have some flexibility in setting its priorities.

UNESCO's global strategies and action plans

CRESPIAL's programmes have created links and synergies with other UNESCO Conventions, such as the 1972 UNESCO World Heritage Convention and the 2005 UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions.

CRESPIAL has also contributed less directly to other UNESCO strategies, such as the UNESCO Operational Strategy on Youth for 2014–2021 through its educational projects, such as the pilot project 'ICH, Education, and New Technologies',¹⁵ through which students from four educational institutions in Cusco created digital platforms and Quick Response (QR) codes for their local cultural heritage.

While CRESPIAL's main objective does not directly refer to gender, the Centre has also contributed to UNESCO's Global Priority Gender Equality.¹⁶ See the Section on Contribution to the global development agenda.

¹⁵ Project's video available here : <https://www.youtube.com/watch?v=IGoP-DOSAAI&feature=youtu.be>

¹⁶ The other, Global Priority Africa is not relevant to this evaluation.



The 2003 Convention's overall results framework and global capacity-building programme

Contributions to the 2003 Convention's overall results framework

CRESPIAL has contributed to UNESCO's overall results framework for the 2003 Convention. Key contributions include:

- **Number of Member States supported that use human and institutional resources strengthened for ICH safeguarding** – The Centre has contributed through a study of state-of-the-art ICH policies, a capacity-building course on periodic reporting on the Convention, and technical assessment for member states.
- **Number of Member States supported that have integrated intangible cultural heritage into their plans, policies and programmes, in particular as a contribution to the achievement of the SDGs and in a gender-sensitive manner** – The Centre is encouraging the integration of ICH into new sectors such as education, tourism, climate and risk management. CRESPIAL's 2020 project on indigenous peoples, climate change and food security is an example of this.
- **Number of States Parties that have effectively implemented international assistance, including the Intangible Cultural Heritage Fund, to complement their national safeguarding efforts** – CRESPIAL has held a course for its participating states on the procedures and requirements of the Fund, to encourage them to submit applications.

Contributions to the global capacity-building programme

CRESPIAL's contribution to the 2003 Convention's global capacity programme has been very strong. One UNESCO stakeholder reported that CRESPIAL's work on ICH capacity building was directly populating the relevant Expected Results of the C/5. Another remarked that CRESPIAL had

started working on ICH capacity-building before UNESCO launched its global capacity-building programme to ICH and the 2003 Convention. The current DG's background as an ICH capacity-building facilitator is seen as an advantage in this area.

Latin America was the first region in which a new periodic reporting scheme for the 2003 Convention was rolled out. Due to COVID-19, the wraparound in-person training planned for the new reporting mechanism had to be redeveloped into an online programme. CRESPIAL supported this redevelopment, and also helped in the delivery of the training itself.

CRESPIAL is also supporting capacity building at the community level. In 2020, CRESPIAL and IberCultura Viva held an online seminar, 'Introduction to Intangible Cultural Heritage', for government officials and staff from community-based cultural organisations.

Contribution to the global development agenda

While CRESPIAL has made efforts to align its Operational and Strategic Plans with C/5, efforts to align its plans and indicators with Agenda 2030 and the SDGs have been less pronounced. One reason for this is probably that the Centre's current agreement and objectives were developed before 2015, when the SDGs came into being. Another reason may be that the SDGs place the onus for implementing them on member states, not on individual centres such as CRESPIAL.

Despite this, CRESPIAL has unquestionably contributed to the SDGs, most notably to SDG 11 Sustainable Cities and Communities, which covers cultural heritage (but does not mention ICH explicitly). Target 11.4 calls on countries to *'strengthen efforts to protect and safeguard cultural and natural*



heritage. Target 11.4 and its associated Indicator 11.4.1¹⁷ are both very focused on the government level, rather than the community level.

One stakeholder noted that CRESPIAL was increasingly making connections between the SDGs and the Centre's work, and that CRESPIAL was well-placed to bridge the gap between the SDGs, which are focused on the national/government level, and the local/community-level implementation of the SDGs.

CRESPIAL has started to broaden its definition of intangible cultural heritage through work on ICH and food security, tourism, economic development, migration, risk, and climate. As a result, the Centre has also contributed to other SDGs:

- **SDG 4 (Quality education)** – CRESPIAL has provided technical and strategic support to a network of Latin American universities working on ICH that focuses on the impacts of ICH on the economy, tourism, and climate change. The Centre has also promoted including ICH in elementary and secondary formal education by helping students to research and inventory their ICH, and by creating an ICH guide for teachers.
- **SDG 5 (Gender equality)** – As part of its Stimulus Programme, the Centre has supported a Mexican women's group to safeguard their textile design from appropriation by multinational design and fashion companies. In 2019, CRESPIAL held a 'training of trainers' course in Guatemala for government officials representing all CRESPIAL's participating states. The training led to the creation of an active network of female public officials working on safeguarding ICH. In partnership with the World Trade Organisation (WTO), the Centre is also

implementing a tourism-focused project to empower indigenous women in Mexico, Peru, Guatemala post-COVID-19 .

- **SDG 13 (Climate action)** – CRESPIAL is implementing a project on ICH, risk management and climate change, by exploring the longstanding knowledge of indigenous populations. This project is running as a pilot with Amazonian communities, with plans to expand it to other regions.

Quality of coordination and interaction

Coordination with UNESCO

While from the outside, UNESCO's internal governance structure in relation to CRESPIAL can appear slightly complicated, interviewees from both UNESCO and CRESPIAL reported that it worked well in practice. The key players within UNESCO whom CRESPIAL interacts with are:

- **UNESCO Office in Havana, Regional Bureau for Culture in Latin America and the Caribbean** – UNESCO's Director of the Regional Bureau for Culture is a member of the CAD and represents the Director-General of UNESCO.
- **UNESCO Headquarters** – CRESPIAL works with the Convention's Secretariat in Paris on specific programmes, such as on capacity-building.
- **UNESCO Office in Lima, Peru** – Working with the Lima office on specific programmes.

¹⁷ SDG Indicator 11.4.1: Total expenditure per capita spent on the preservation, protection and conservation of all cultural and natural heritage, by source of funding (public, private), type of heritage (cultural, natural) and level of government (national, regional and local/municipal).



- **UNESCO Office in Santiago, Regional Bureau for Education in Latin America and the Caribbean (OREALC)** – Sporadic interaction with OREALC on programming.
- **UNESCO Office in Port-au-Prince, Haiti:** Providing an ICH training workshop.
- **UNESCO Office in Montevideo, Uruguay** – Interaction around programming work, mainly within ICH and education, including through the Network of Latin American Universities working in ICH.

UNESCO Headquarters

UNESCO staff at the headquarters level are very positive about CRESPIAL's coordination and interaction. CRESPIAL staff, in turn, are also positive about their formal and informal interactions with UNESCO Headquarters. The relationship with the 2003 Convention Secretariat in Paris is particularly close.

However, a few stakeholders said they were disappointed that, when CRESPIAL was facing an existential funding threat at the height of the COVID-19 pandemic in early 2020, UNESCO Headquarters and field offices had not done more to find a solution, such as through advocacy or funding (those stakeholders acknowledged that this was outside the scope of the current agreement). While a few stakeholders were disappointed that UNESCO did not do more to support CRESPIAL during the COVID-19 pandemic, it is the commitment of the host Government to provide financial contributions to CRESPIAL, not UNESCO.

CRESPIAL staff said they would like interaction with UNESCO Headquarters to become more sustained and regular, rather than only taking place when needed for specific programming activities, which is currently the case. This could for example be through a joint engagement plan setting out clear objectives.

One stakeholder thought CRESPIAL should be more active in the UNESCO-organised sessions of the General Assembly of the States Parties to the 2003 Convention.

UNESCO field offices

As noted above, UNESCO's Director of the Regional Bureau for Culture is a member of the CAD.

The Centre is making a concerted and consistent effort to involve UNESCO's field offices (at the cluster- regional and national levels) in its work, including by working with the UNESCO Offices in Quito (Ecuador) and San José (Costa Rica).

Some interviewees reported that intra-UNESCO information flows related to CRESPIAL could sometimes be smoother and that information was sometimes 'drip-fed' between offices. However, managing this is UNESCO's responsibility (and not the responsibility of CRESPIAL).

The UNESCO Office in Peru reported seeing a benefit in CRESPIAL being a regional office – they said this was practical and provided the Office with a bird's eye view of what was happening in ICH in the region.

Other category 2 centres and institutes

UNESCO organises an annual coordination meeting of the ICH category 2 centres and institutes in which CRESPIAL is an active participant and contributor. One interviewee said that while the meetings are useful opportunities to network and provide a general update on the work of these bodies, the meetings should be used more as learning opportunities.

Outside of that more formal interaction, CRESPIAL has worked proactively with other category 2 centres and institutes on capacity building and knowledge-sharing, and in exploring joint programming opportunities. For example, CRESPIAL has organised a webinar with the category 2 centre in the Republic of Korea on higher education and ICH; and shared lessons



learned with the Japan-based category 2 centre on ICH and disaster risk management.

CRESPIAL has also worked with the UNESCO category 1 centre IESALC¹⁸ in Venezuela to establish the Network of Latin American Universities working in ICH.

CRESPIAL is keen to explore additional opportunities for joint programming. The recent normalisation of virtual working provides new opportunities for the Centre to deepen its relationships and programming with other category 2 centres and institutes.

National Commissions for UNESCO

In accordance with its statutes, CRESPIAL does not work directly with National Commissions for UNESCO. Interaction with participating states happens via the focal points through the CAD and COE. However, UNESCO staff shared with this evaluation that National Commissions are generally very interested in and positive about the Centre's work.

Quality and relevance of CRESPIAL's partnerships

Peruvian Government

Central Government

CRESPIAL has a close relationship with the Peruvian Government, specifically through the Peruvian Ministry of Culture and the Ministry of Foreign Affairs.

Stakeholders commended the Peruvian Government for its openness to CRESPIAL being a regional as opposed to a national centre, noting that this

was not always the case for category 2 centres. CRESPIAL, one interviewee said, was a particularly good example of balancing national and regional interests.

As an example of Peru's supportive and open-minded approach, the current DG is not a Peruvian national. This contributes to the regional nature of the Centre and is seen by stakeholders as a considerable strength.

Since it was established, CRESPIAL has enjoyed a high level of financial and political support from the Peruvian Government. The relationship has grown closer under the current DG.

An example of this was when CRESPIAL's funding from DDC-Cusco was suspended in early 2020 due to COVID-19 (as mentioned previously, this was due to a lack of entrance fee payments at Machu Picchu, which fund CRESPIAL). It was largely due to the DG's good relationship with the Peruvian Ministry of Culture that the central government provided alternative funding to keep the Centre running.

CRESPIAL's precarious funding situation in early 2020 highlights the risk of relying on one funding stream. Currently, participating states do not contribute a membership fee, but provide in-kind support for projects that take place in their countries.

CRESPIAL also works with the Peruvian Government on programmatic partnerships with Peru, such as by training local ICH officers.

Peruvian Government stakeholders reported that CRESPIAL is of interest to the wider diplomatic community in Lima. Having the Centre in Peru allows for discussions about ICH amongst Peru-based diplomats.

There has been high turnover of Ministers and staff in the Peruvian Ministry of Culture and the Ministry of Foreign Affairs. This has meant that CRESPIAL has had to continuously upskill new Ministry staff on the

¹⁸ UNESCO International Institute for Higher Education in Latin America and the Caribbean



importance of ICH and the Centre's role. CRESPIAL's legal status under Peruvian law is also ambiguous. This has led to recurring delays in transferring funding to the Centre¹⁹ and in confirming the DG's visa status. It would be advisable for the Government of Peru to clarify CRESPIAL's legal status, in order to avoid delays in the future.

Decentralised Directorate of Culture of Cusco

CRESPIAL enjoys a good working relationship with the DDC-Cusco, a representative from which spends two weeks on-site at CRESPIAL once a year to observe the Centre's work.

Most interviewees (from Central Government, as well as national focal points and UNESCO staff) are positive about CRESPIAL's increasingly regional scope. However, this development has created tension with the DDC-Cusco, which is keen to see funding from Machu Picchu flow to Cusco and the local region (as mentioned, this was CRESPIAL's main funding source before COVID-19).

CRESPIAL does work at the local level in Cusco. For example, it has developed a training course for staff of the Decentralized Directorates of Peru (including DDC-Cusco) on safeguarding ICH. CRESPIAL has also focused heavily on supporting local communities in the Andes.

Ultimately, despite reservations from the DDC-Cusco, most stakeholders see great value in CRESPIAL being a regional and multinational centre, as opposed to a local, national centre.

International organisations, councils, and associations

CRESPIAL's partnerships with international organisations, councils and associations have mainly been programmatic and have increased in the last few years. CRESPIAL is also currently building a database of actors in the ICH field to map out potential programmatic partners.

The Centre's key programmatic partners include:

- the Ibero-American General Secretariat (Secretaría General Iberoamericana, SEGIB) and IberCultura Viva, SEGIB's intergovernmental cooperation programme. This has included work to strengthen ICH in the Ibero-American region and to develop a virtual seminar on safeguarding ICH for public officials, researchers, and academics.
- the Network of Latin American Universities working in ICH and bilateral partnerships with universities, such as the National University of Córdoba, Argentina
- the World Tourism Association (UNWTO), on a project linking tourism and indigenous ICH
- the British Council in Colombia, for an international event in which CRESPIAL shared experiences from the region on inclusive economic development.

¹⁹ In early 2020, prior to COVID-19, funding had already been delayed due to a wording glitch in Peru's 2020 budget, which did not cover CRESPIAL's legal status. Consequently, funds could not be transferred on time.



Donors

CRESPIAL does not have any donors besides the Peruvian Government and a low level of in-kind support from participating states for country-specific programming.

As CRESPIAL continues to expand the themes and geographic areas it focuses on, there is scope to increase the Centre's fundraising efforts. Because of the quality of the Centre's work it is likely that donors would be interested in what the Centre has to offer. Business partnerships are a particularly interesting area to explore, as CRESPIAL widens its definition of ICH to include the economy.

For CRESPIAL to build new funding streams, the Peruvian Government will need to clarify the Centre's legal status. Currently, CRESPIAL is unable to participate in international calls for proposals because of its legally ambiguous status under Peruvian law.

CRESPIAL staff will also need to be upskilled in fundraising, something that UNESCO Headquarters could potentially support. It would also make sense to expand an existing staff member's job description to include partnerships and fundraising work, or, funding permitting, to employ a fundraising consultant or staff member.

Participating states do not regularly contribute to the Centre because they are not signatories to CRESPIAL's agreement and are not legally obliged to do so. As a part of planned work by the Government of Peru on the future of CRESPIAL, UNESCO and CRESPIAL should, if possible, consider opening up the agreement governing the Centre to additional member state signatories, to increase the number of member state contributions. The tripartite agreement model allows for this.

Communities

As noted above, community partnerships have deepened and expanded under the current DG. CRESPIAL is giving a voice to communities through workshops with community leaders and by developing a guide for communities on communicating their ICH. One stakeholder suggested that CRESPIAL start a conversation with specific communities on what ICH means to them, as the ultimate carriers of ICH.

While UNESCO's field offices have also tried to engage with communities on ICH, CRESPIAL is seen by stakeholders as being better placed to work at the community level, because of its good community connections.

The Centre's current legal statutes requires all community partnerships to go through the national focal points on the CAD/COE, rather than having direct, flexible partnerships between CRESPIAL and local communities. The CAD and COE should consider allowing CRESPIAL to work directly with communities, rather than having to go through the national focal points.

Several interviewees called for the Centre to expand its focus beyond communities in the Andes. A new project with communities in the Amazon is seen as a welcome development.

Before 2014, civil society was represented on the CAD. However, the practice was discontinued for financial reasons and also because of concerns that the representatives might not adequately represent civil society actors.

One of CRESPIAL's objectives is the '*substantive inclusion of communities in safeguarding*' intangible cultural heritage. Having a substantive role could be interpreted as moving beyond programming activities to giving civil society more of a voice in relation to CRESPIAL's work. As the Centre has transitioned to increasingly working virtually because of COVID-19, and as its Community Programme has become more prominent, this might be a



good time to consider re-introducing civil society representatives on the CAD.

Governance and management

Governance

Interviewees widely agreed that CRESPIAL's two governance bodies, the CAD, and the COE, supported by the Technical Secretariat, work well, and provide a well-established decision-making structure. The governance arrangements were described as highly representative, participatory, efficient, and transparent. Participants reported feeling empowered, and said decision-making processes were clear. Most decisions are made by consensus.

Meetings of the two bodies run smoothly, even when members disagree. CRESPIAL circulates meeting documents for members in advance to help them prepare.

One interviewee reported that CAD meetings are mostly informative and that there is scope to have more substantial discussions at the meetings.

One interviewee said that focal points tend to micro-manage in meetings, and that they should let the Technical Secretariat lead on issues related to the everyday running of the Centre, while the CAD and COE provide strategic guidance.

One stakeholder shared that CRESPIAL's governance structure seems heavy for such a small organisation, and that streamlining it might liberate the Centre and *'give them more air'*. However, this would make CAD and COE less representative and democratic – and many interviewees highlighted their representative and democratic character as a major strength. Overall, most stakeholders see the current system as working well. Some even suggested that CRESPIAL's governance model be used as a prototype for other category 2 centres.

One stakeholder noted that CRESPIAL's governance is more akin to that of a multilateral organisation, with all 16 participating states involved in decision-making. This is different from other category 2 centres, where decisions are generally made by the sponsoring government or by technical experts.

Ultimately, having a regional governance system is seen by almost all interviewees as an advantage, because it makes the governance process more representative and ensures that the Centre has a regional outlook.

Management

Interviewees were very positive about the Technical Secretariat. In particular, they saw the current DG as a strong, visionary leader, with excellent networking and diplomatic skills. The DG's high technical competence from her background in ICH was seen by many stakeholders as a significant strength, as was her ability to attract high-calibre staff.

While the Centre's first 5 to 8 years were focused on its positioning and growth, CRESPIAL has now, under the current DG, moved to a new phase focused on professionalising the Centre by strengthening human resources, management, internal procedures and planning, decision-making processes, data management, and documentation processes.

During the COVID-19 pandemic, CRESPIAL managed to swiftly adapt its internal plans and procedures and its programming model to working virtually – a testament to their quality and resilience.

On a strategic and policy level, the Technical Secretariat has developed and implemented the national focal point system, which has contributed to key civil servants from across the region now being closely involved in CRESPIAL's work, and consequently upskilled in ICH. These individuals have in turn brought this new knowledge back to their own government ministries and the policy advice that they provide to their Governments.



The DG is also credited for strengthening CRESPIAL's work at the community level, which, as mentioned, has been significantly strengthened in the last few years.

Because the current DG has been so instrumental in CRESPIAL's achievements to date, CRESPIAL should be thinking about succession planning in the event that the current DG leaves. Preparing the next generation of the Centre's leadership should be a priority for CRESPIAL.

Staff

Interviewees spoke highly of the CRESPIAL team's expertise, responsiveness, and commitment. Staff members are seen as dedicated and competent. An example of the team's commitment was during the COVID-19 pandemic, when the Centre's finances were frozen for several months, meaning that staff did not receive salaries; despite this, staff remained in their positions, and salaries were restored and paid retroactively.

The staff composition is well-balanced between technical/programming staff and administration staff. CRESPIAL's roster of consultants give the Centre flexibility to hire staff on a project basis.

Communication between staff appears to be smooth and unbureaucratic and working relationships between staff are reportedly good.

The Technical Secretariat has developed well-defined role descriptions for staff, and a clear organisational chart. Previous short-term contracts have been turned into fixed-term contracts, creating more stability and continuity.

Some interviewees noted that the Centre's location in Cusco is a deterrent for potential hires because of its remote location. This means that CRESPIAL is not always able to attract the most qualified regional staff for new positions.

CRESPIAL staff members are unable to work remotely, as Peruvian labour law and their contracts require them work on site. This means that the Centre is unable to hire remote staff (except consultants).

Funding

CRESPIAL receives almost its entire \$500,000 budget from the Government of Peru (from DDC-Cusco before COVID-19, now from the Ministry of Culture). As mentioned, the Centre does not receive financial contributions from its participating states (except for small, ad hoc, in-kind contributions for projects in their countries).

Despite CRESPIAL's participating states having grown from 6 to 16 members since the Centre was established, its \$500,000 budget has remained static. This means the Centre is required to service almost three times the countries on the same budget. There was almost unanimous feedback from stakeholders that the Centre's objectives no longer matched its budget.

The general consensus of interviewees was that CRESPIAL was delivering above expectations, and that, due to its success, countries wanted more programmes and technical support from the Centre.

Unlike UNESCO category 1 institutes and centres, which are legally a part of UNESCO, CRESPIAL does not have a large institutional apparatus behind it. To keep costs down, the Centre has instituted an austerity policy, which focuses on providing virtual rather than in-person workshops and trainings (this was an advantage following COVID-19), keeping salaries modest, and taking an economical approach to travel, catering and accommodation.

More than half (57%) of CRESPIAL's total 2020 budget of \$611,944 will be spent on organisational and operational expenses (of which the largest cost is staff and consultant salaries). Expenditure on direct programmatic activities is expected to be around 25%. See also Annex 7: CRESPIAL's budget 2020.



A high proportion of operational expenses makes sense, given the high level of technical expertise that programme staff provide to CRESPIAL's participating states. In this context, it can be argued that salaries are partially a programmatic expense. The Centre's most important resource is its staff, and it needs to be able to attract high-quality employees by paying market rate salaries (though stakeholders noted that CRESPIAL's pay is moderate).

One stakeholder noted that CRESPIAL is in 'survival mode' and that staff members are often stressed about finances. The Centre's recent funding crisis due to COVID-19 underscores the high risk of depending almost entirely on one funding stream. The DG's strong relationship with the Ministry of Culture is largely to thank for the Centre being able to mobilise funding to continue its operations.

It is financially unsustainable for the Centre to continue along a trajectory of a growing membership, increasing calls for support, deepening relationships with more communities, working with an expanding definition of ICH, and uncertainty about the future impacts of COVID-19.

One interviewee pointed out that other category 2 institutes and centres are usually hosted by higher-income countries,²⁰ and that the Government of Peru is already being quite generous. Increased funding would therefore need to come from outside Peru.

There is openness within the Peruvian Government for CRESPIAL to diversify CRESPIAL's funding base. One Government representative described Peru's contribution as 'a seed investment' for CRESPIAL to raise further funding.

It would be advisable for CRESPIAL to prioritise diversifying its income to lower its financial risk. The Peruvian Government can support this by clarifying CRESPIAL's legal status so that the Centre can seek funding through international calls for proposals. Another option is to explore the

option of participating states systematically paying CRESPIAL for its services.

In the medium term, CRESPIAL, the Government of Peru and UNESCO, together with the CAD and COE, should discuss the possibility of the Centre receiving membership contributions from its participating states. For this to happen, the parties may need to amend the agreement to include additional participating states. This discussion could happen within the context of a potential future study commissioned by the Government of Peru on the Centre's future.

Accountability

Accountability systems

Under the current DG, CRESPIAL has improved its accountability systems. New accountability regulations and processes have been put in place, including through regular reporting to the COE on progress implementing the Operational and Strategic Plans.

As noted above, DDC-Cusco visits the Centre annually for two weeks to audit CRESPIAL's finances and activities.

Monitoring, evaluation, and learning

CRESPIAL is already in the process of strengthening its monitoring, evaluation, and learning (MEL) work. One of the Centre's Strategic Objectives for 2018–2021 is to improve monitoring and evaluation, and it has started integrating UNESCO's results-based indicators into its programmes and plans.

²⁰ Peru is designated an 'upper-middle-income country' by the World Bank.



The following are areas for further improvement:

- CRESPIAL does not have an overarching monitoring, evaluation and learning framework or a dedicated MEL focal point.
- The Centre does not appear to consistently set pre-programme baselines and carry out post-programme follow-ups (this is probably because of financial constraints).
- There is scope for the Centre to use more examples of evidence when reporting on progress.
- CRESPIAL does not necessarily have oversight of the work that focal points are doing nationally and that is related to the Centre's work.

Improving monitoring, evaluation and learning requires staff and financial resources. The Centre could consider hiring a staff member or a consultant to lead on MEL (funding permitting) or building in a MEL component in a current staff member's responsibility. Relevant existing staff should also be trained in MEL. CRESPIAL could discuss with UNESCO the possibility of the Bureau of Strategic Planning (BSP) providing coaching and training sessions on MEL.

Geographic location and scope

As a result of its expanding membership and an increased focus on communities, CRESPIAL has broadened its geographic footprint, both regionally and at the community level.

As touched on previously, Cusco's remote location creates some challenges. Cusco does not have many connecting flights, which lengthens any trip in or out of the city. Before COVID-19, the DG spent much of her time travelling, reducing her ability to provide day-to-day leadership. The remote location also makes it more difficult to find specialised staff.

As mentioned previously, the Centre's location in Cusco can act as a deterrent for potential hires because of its remote location, and CRESPIAL staff are unable to work remotely due to Peruvian labour law requirements.

If hiring qualified staff and the ability to work remotely continues to be a problem, and if funding continues to come from the Central Government as opposed to DDC-Cusco, CRESPIAL, the Government of Peru and UNESCO should explore, together with CAD and COE, whether Cusco is the most fit-for-purpose location for the Centre, or whether a more central location, such as Lima, would make more sense.

Several interviewees were pleased that Panama plans to join the Centre's participating states. They thought that a stronger Caribbean presence among CRESPIAL's participating states would better reflect the Latin American region as a whole.

Autonomy

There is broad consensus among stakeholders that the Peruvian Government provides CRESPIAL with the autonomy it needs to deliver on its objectives.

The focal point system, where all participating states have a say in CRESPIAL's governance, contributes to the Centre's autonomy, as does the system of rotating Chairs of the CAD and the COE. Peru's support for this regional governance structure, and its openness to having a non-Peruvian DG, are testaments to the autonomy it provides CRESPIAL. Peru also goes through the appropriate channels – that is, via CAD and COE – when Peru proposes new programming.

CRESPIAL's autonomy is one of its biggest advantages. One stakeholder said that without autonomy and neutrality the Centre '*would lose its relevance*'. Interviewees commended the high degree of independence that Peru provides, with some proposing that other countries with category 2 centres or institutes could learn from Peru's example.



CONCLUSION

CRESPIAL is a national centre with a regional scope. The current DG and her team have done an exceptional job of professionalising the Centre and aligning its work with UNESCO's strategic objectives, while also deepening relationships with communities – who ultimately are the carriers of ICH.

On the basis of those key findings, **this evaluation recommends that the agreement be renewed and revised as a tripartite agreement.**

The Centre is now in a position to act as a best practice model for other category 2 centres on how to align work with UNESCO's priorities, balance national and regional interests, develop representative governance systems, and deliver at both the political and community levels.

CRESPIAL has to some extent become a victim of its own success. While the Centre's membership has almost tripled since it was established 15 years ago, the Centre's budget has remained static.

Today, the biggest challenge facing CRESPIAL is its over-reliance on a single funding stream. This risk was highlighted when the Centre faced a near-existential threat in early 2020 due to the COVID-19 pandemic. As the Centre looks at diversifying its funding, it will likely be an attractive partner for donors due to its regional scope and the high quality and uniqueness of its work.

Participating states, who are involved in the Centre's governance and benefit from its services, should in the future also be required to provide financial contributions, or at the very least, systematically pay CRESPIAL for its services.

Peru has much to gain from CRESPIAL becoming more prominent regionally and internationally. Even if its funding is diversified, CRESPIAL will continue to be associated with Peru, through its location in the country.

The COVID-19 pandemic has created unprecedented financial challenges for CRESPIAL, but it has also provided new opportunities. Working virtually is quickly becoming the 'new normal', and this creates prospects for new programmatic partnerships and capacity-building, as well as opportunities for deepening the Centre's links with UNESCO, with other category 2 centres, and with new and existing partners.

Looking to the future, the current success of the Centre, and the extent of which it has thrived under the current DG, indicates the Centre faces a key person risk. Succession planning should be undertaken to enable CRESPIAL to continue on its current upward trajectory.

CRESPIAL is a national centre with a regional scope.



RECOMMENDATIONS

This section sets out recommendations to improve the Centre's functioning and its ability to deliver on its objectives.

-  1 Renew and revise the agreement as a tripartite agreement
-  2 Explore changing the agreement to include all CRESPIAL's participating states
-  3 Clarify the Centre's status under Peruvian law
-  4 Develop new funding streams
-  5 Sharpen objectives and develop a theory of change
-  6 Further strengthen links to communities
-  7 Continue improving the Centre's monitoring, evaluation and learning systems
-  8 Further strengthen interaction with UNESCO
-  9 Continue to broaden the way in which the 2003 Convention is applied

1 Renew and revise the agreement as a tripartite agreement

Based on the findings that CRESPIAL's work has delivered on its objectives, contributed to C/5, coordinated with UNESCO, and put efficient governance systems in place, this evaluation **recommends that the Agreement is renewed and revised as a tripartite agreement**. It also recommends that the Centre's objectives and functions, as set out in the agreement, be sharpened, and revised slightly to strengthen the community component (see also Recommendation 5).

2 Explore changing the agreement to include all CRESPIAL's participating states

Peru is planning to carry out work on the future of CRESPIAL. As a part of this work, UNESCO, CRESPIAL and the Government should explore, together with the CAD and the COE, the option of enabling other participating states to become signatories to a future agreement. This would allow other states/signatories to provide annual contributions to CRESPIAL, which would improve its financial position and diversify its risk.

3 Clarify the Centre's status under Peruvian law

CRESPIAL's legal status currently sits somewhere between a civil society organisation and an international organisation. The Centre should work with the Government of Peru, with the involvement of UNESCO, to clarify the Centre's legal status in order to avoid delays concerning the Centre's funding agreement and the renewal of the DG's contract, and to enable the Centre to participate in international calls for proposals.



CRESPIAL should also explore with the Peruvian Government legal options for allowing staff to work remotely. This would both create more flexibility for staff and enable CRESPIAL to hire the most qualified candidates. It would also serve to solidify the Centre's location in Cusco, which has restricted the Centre's ability to hire specialised staff. Allowing remote working would allow CRESPIAL to retain a core staff in Cusco, supported by remote staff elsewhere in Peru or in the region.

If hiring qualified staff and the ability to remote work continues to be a problem, and if funding continues to come from the Central Government as opposed to DDC-Cusco, CRESPIAL, the Government of Peru and UNESCO should explore, together with CAD and COE, whether Cusco is the most fit-for-purpose location for the Centre, or whether a more central location, such as Lima, would make more sense.

4 Develop new funding streams

CRESPIAL has already set a Strategic Objective around fundraising, with a target of increasing funding by 30%. A first step would be for the Peruvian Government to clarify the Centre's legal status to better enable the Centre to apply for calls for proposals.

Participating states are quite involved in the Centre's governance. However, with this power also comes responsibility. At the very least, participating states should systematically pay CRESPIAL for its services in their countries (preferably as a payment, rather than in-kind). As outlined in Recommendation 2, the option of including additional participating states as signatories to the agreement governing the Centre should be explored.

As a part of its new Partnership Strategy, CRESPIAL should map potential public, private and philanthropic donors, as well as fundraising calls. Private donors are an especially interesting opportunity for the Centre to explore, as CRESPIAL seeks to widen the application of the 2003 Convention, including by linking ICH to the economy. ICH in supply chains is another topic to explore for fundraising purposes.

Having a dedicated person within the Centre working on fundraising would help drive this work forward. Given CRESPIAL's tight resources, it could consider hiring a consultant as a starting point. If that were successful, there might be scope to hire someone permanent. This person could also work on building programmatic partnerships.

CRESPIAL should raise with UNESCO Headquarters the possibility of UNESCO providing fundraising training for staff, and support for preparing project proposals. UNESCO could provide this training for multiple category 2 centres active in the field of ICH, in collaboration with its Bureau of Strategic Planning (BSP).

5 Sharpen objectives and develop a theory of change

CRESPIAL's objectives should be sharpened, as they seem to overlap. For example, the third objective 'Proper use of the Convention' is already covered by Objectives 1 and 2, and the 'Community inclusion' part of Objective 3 appears to be an add-on, despite this being an important part of the Centre's work. Annex 8: Draft agreement of this evaluation provides suggested wording on this, including a stand-alone objective focused on communities.

The Centre should develop a Theory of Change to clarify its objectives, and how its work contributes to these in the short, medium, and longer term.

6 Further strengthen links to communities

One of CRESPIAL's objectives is the substantive inclusion of communities in the safeguarding of ICH. In the last few years, the prominence of the Centre's Community Programme has grown. Concurrently, COVID-19 has created a shift to virtual working. In light of these developments, CRESPIAL, the CAD and COE should explore re-introducing the practice of having community members on the CAD.



In the area of programming, CRESPIAL should explore with the Government of Peru, the CAD and COE what legal changes might be needed for it to be able to work directly with communities, rather than national focal points acting as intermediaries.

CRESPIAL has focused mainly on Andean communities. It is positive that the Centre has recently delved into working with Amazonian communities. Working with new communities and carriers of ICH should be continued and expanded, funding permitting.

As mentioned previously, this evaluation proposes a stand-alone objective focused on communities as part of sharpening the Centre's objectives.

The Centre could also consider allocating more resources for direct interventions with communities. For example, the current Capacity-Building Programme is mainly aimed at civil servants. Perhaps it could be more geared towards community representatives.

7 Continue improving the Centre's monitoring, evaluation, and learning systems

CRESPIAL is already in the process of strengthening its work in the areas of monitoring, evaluation and learning work, which is positive. Further areas for improvement include:

- **Developing an overarching MEL framework**, with accompanying guidelines for staff (including around setting baselines and post-programme follow-up).
- If funding allows, **employing a dedicated MEL focal point** (potentially a consultant). Alternatively, build an MEL component into a current staff-member's responsibility.
- **Existing staff should be trained in MEL.** CRESPIAL should provide MEL training to programme staff and explore whether UNESCO's BSP could support this (including through virtual training).

- **Aligning target and indicators** (to the extent possible) with relevant SDGs.

8 Further strengthen interaction with UNESCO

CRESPIAL and UNESCO should explore how they can develop a more institutionalised and regular channel of communication. They should also consider developing a joint engagement plan.

COVID-19 and the shift to working virtually has also created opportunities for CRESPIAL to link into UNESCO's global work to a greater extent than before. For example, the Culture Sector holds virtual 'World Meetings' for headquarters and all field offices once a month. Perhaps CRESPIAL (and potentially other relevant category 2 institutes and centres) could participate in these from time to time to educate the wider Culture Sector on their work.

If possible, CRESPIAL and UNESCO should also explore whether the Centre could play a more prominent role at the UNESCO-organised sessions of the General Assembly of the States Parties to the 2003 Convention, and whether one of these meetings could be held in Latin America (COVID-19 permitting). To strengthen links to the wider UNESCO family, the Centre should also consider making its website available in English, funding permitting.

9 Continue to broaden the application of the 2003 Convention

CRESPIAL is expanding the traditional application of the 2003 Convention on intangible cultural heritage, by linking ICH to issues such as food security, tourism, gender equality, economic development, migration, risk, and climate change. This is forward-looking and should be continued. If ICH is, by definition, 'living', the definition should be as well. While the definition of ICH is set within the 2003 Convention, the application of this definition to the work of category 2 centres and institutes in safe-guarding ICH will continue to be (and should be) broadened.



ANNEX 1: TERMS OF REFERENCE

CALL FOR PROPOSALS

The UNESCO Living Heritage Entity is looking for a team of experts/evaluators to carry out a renewal evaluation of the Regional Centre for the Safeguarding of the Intangible Cultural Heritage of Latin America (CRESPIAL), a UNESCO Category 2 Centre based in Cusco, Republic of Peru.

Proposals should reach UNESCO by **31 March 2020**.

Context

Category 2 institutes and centres under the auspices of UNESCO are a global network of institutions of excellence in the Organization's domains of competence. Given their expertise, these institutes and centres contribute to the implementation of UNESCO's priorities, programmes, and global development agendas during a defined period. They foster international and regional cooperation, research, knowledge production, policy advice, and capacity enhancement. Though independent of UNESCO, category 2 institutes and centres are a privileged partner of the Organization with access to UNESCO's logo, international and intergovernmental bodies and networks, and may leverage UNESCO's international reach and convening powers. Category 2 institutes and centres under the auspices of UNESCO are an integral part of the Organization's Comprehensive Partnership Strategy.

The UNESCO Strategy for Category 2 Institutes and Centres under the auspices of UNESCO¹ provides that an agreement for the establishment of a category 2 institute or centre is typically concluded for a defined time period, not exceeding eight years. The agreement may be renewed by the Director-General, with the approval of the Executive Board, in light of an evaluation of the activities of the institute/centre and of its contribution to the strategic programme objectives of the Organization and the aforementioned Strategy.

The 33rd session of the General Conference, in its 33 C/Resolution 46, approved the establishment in the Republic of Peru of the Regional Centre for the Safeguarding of the Intangible Cultural Heritage of Latin America (hereafter, 'the Centre'). An agreement between the Government of the Republic of Peru and UNESCO was signed accordingly. Following the first evaluation undertaken in 2014, a new agreement was signed between UNESCO and the Government of the Republic of Peru for the period of six years (2015-2021). The Government of the Republic of Peru submitted a request for renewal of the agreement. To this end, an evaluation of the Centre will be carried out.

The objectives of the Centre are:

- a) promote the safeguarding of intangible cultural heritage at national and regional level, through the effective implementation and monitoring of the Convention for the Safeguarding of the Intangible Cultural Heritage and other relevant international instruments in this field as well as exchange, cooperation and sharing of experiences in this field in the Region;
- b) consolidate and strengthen institutional capacities for safeguarding intangible cultural heritage in the Region;
- c) promote respect for the purposes and the proper use of the mechanisms of the Convention as well as the substantive inclusion of communities in safeguarding.

¹ Available at <https://ich.unesco.org/doc/src/46612-EN.pdf>

The functions of the Centre are:

- a) encourage participating States to adopt policies, legislative and administrative provisions referred to in Article 13 of the Convention;
- b) organize activities to consolidate and strengthen national capacities in the Region in the areas of identification, documentation, inventory making and safeguarding the intangible cultural heritage present in their territories in accordance with the UNESCO's global strategy in this field;
- c) organize and promote cooperation between institutions and networks of professionals in its participating States in the area of exchanging experiences, knowledge and skills in particular in relation to intangible cultural heritage practised in two or more of these States;
- d) contribute to a better understanding of the Convention and its mechanisms at the local, national and regional level, promote regional activities raising awareness of the importance of intangible cultural heritage and provide tools and methodologies for inclusion of communities in safeguarding.

Purpose

The main objectives of this evaluation are to assess the Centre's performance with respect to its objectives and functions (see above), and its contribution to UNESCO's Approved Programme and Budget (C/5), including global strategies and action plans as well as sectoral programme priorities. The conclusions of the renewal evaluation shall be submitted to the UNESCO Intersectoral Review Committee that will make the recommendation to the Director-General as to whether an agreement with the Centre should be renewed or not. Based on this recommendation, the UNESCO Executive Board will examine the renewal request, decide on the renewal or non-renewal of the designation of the Centre as a category 2 centre under the auspices of UNESCO and authorize the Director-General to conclude an agreement with the Government of Peru.

The conclusions of the renewal evaluation shall be shared with the Government of the Republic of Peru and the Centre, and will be made available on the website of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage (ich.unesco.org).

Scope

The following parameters shall be considered by the independent experts contracted to undertake the renewal evaluation. The independent experts shall have had no prior affiliation with the Centre and shall draft the renewal evaluation in English or French:

1. the extent to which the Centre's objectives as set out in the agreement signed with UNESCO were achieved;
2. the relevance of the contribution of the Centre's programmes and activities to the achievement of UNESCO's prevailing Approved Programme and Budget (C/5) at the time in which it was designated, including global strategies and action plans as well as sectoral programme priorities, as defined in the agreement, in particular, to the implementation of the 2003 Convention's global capacity-building programme;
3. the relevance of the contribution of the activities of the Centre to global development agendas, notably to the 2030 Agenda for Sustainable Development and the related SDGs;
4. the quality of coordination and interaction with UNESCO, both at Headquarters and in the field, as well as with National Commissions, other thematically-related category 1 and 2 institutes or centres with regard to planning and implementation of programmes;
5. the partnerships developed and maintained with government agencies, public or private partners and donors;



6. the nature and efficiency of the Centre's governance, including organizational arrangements, management, human resources and accountability mechanisms;
7. the financial resources available for ensuring sustainable institutional capacity and viability, and,
8. the extent to which the Centre enjoys within its territory the autonomy necessary for the execution of its activities and legal capacity to contract, institute legal proceedings, and to acquire and dispose of movable and immovable property.

Methodology

The renewal evaluation 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 renewal evaluation report and the preliminary draft agreement to be concluded between UNESCO and the Government of the Republic of Peru, based on the model provided by UNESCO, in case the evaluation recommends the renewal.

Draft evaluation report

A draft report will present findings, conclusions and recommendations, with a draft executive summary. The UNESCO Culture Sector, the Government of the Republic of Peru and the Centre itself will have the opportunity to comment and give feedback to the evaluation team.

Final evaluation report

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

- Executive summary (maximum four pages);
- Introduction (background, purpose and scope);
- Methodology;
- Findings;
- General recommendations to the Centre for improving the effectiveness of its operations and for UNESCO for improving the effectiveness of its coordination and interaction with the Centre; specific recommendations for amending the provisions of the agreement in order to improve the functioning and activities of the Centre;
- Annexes, including a draft agreement to be concluded between UNESCO and the Government of the Republic of Peru in case the evaluation recommends the renewal, interview list, data collection instruments, key documents consulted, and terms of reference.

The language of the report shall be English or French.

Requirements for the renewal evaluation team

The evaluation will be conducted by a team of gender-balanced independent experts. A single proposal/expression of interest must be submitted on behalf of the team.

The team should have the following qualifications:

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

Roles and responsibilities

Local travel, materials, secretarial support and office space will be provided by the Centre during the visit. The experts will be responsible for telecommunications and printing of documentation.

The Living Heritage Entity of the UNESCO Culture Sector will facilitate and oversee the renewal evaluation process, to the extent possible, by providing any relevant information, and will be responsible for evaluating and approving the final report.

Schedule

The renewal evaluation shall be completed no later than **15 June 2020**.

The schedule for the evaluation is as follows:

- A desk study of background documents (to be completed prior to the visit to the Centre);
- Visit to the Centre;
- Writing and submission of the draft evaluation report no later than 15 May 2020;
- Submission of the final evaluation report (before 15 June 2020).

The date of the mission to the Centre will be defined by UNESCO in coordination with the Centre and taking into account the availability of evaluator(s).

Submission of proposals

Proposals should be submitted in English or French, consisting of:

1. Curriculum vitae of expert(s)/evaluator(s) and, if applicable, a company profile;
2. Letter expressing interest and clearly identifying how the team meets the required skills and experience;
3. An approach and methodology for the assignment, a Workplan and comments on the Terms of Reference if any (in brief);
4. A total cost (quoted in US dollars), distinguishing the fees for services from the travel expenses, with a breakdown of the cost and number of work hours required for each phase of the schedule.

Applications should be submitted no later than **31 March 2020**, midnight (Paris time) to the Living Heritage Entity (ICH-capacity@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.



ANNEX 2: INTERVIEWEES

Name	Organisation/role
CRESPIAL staff	
1 Adriana Molano	Directora General del Centro
2 Ángela De La Torre Tupayachi	Técnico en PCI 02
3 David Gómez Manrique	Coordinador Técnico
4 Mirva Aranda	Directora Técnica
5 Verónica Ugarte Rivera	Directora Administrativa Financiera
UNESCO staff	
6 Ana Gonzalez Medina	Programme Specialist UNESCO Quito Office (Ecuador)
7 Elena Constantinou	Interim regional officer for Latin America and the Caribbean, Living Heritage Entity, UNESCO
8 Enrique Lopez-Hurtado	Coordinator (Culture), UNESCO Lima Office
9 Katherine Muller-Marin	Director of the UNESCO Office in Havana and Regional Bureau for Culture, Representative of the UNESCO Director-General to the Governing Board of CRESPIAL
10 Maria Frick	Consultant, UNESCO Office in Uruguay
11 Susanne Schnuttgen	Chief, Capacity-Building and Heritage Policy Unit, Living Heritage Entity, UNESCO
12 Tim Curtis	Chief, Living Heritage Entity, UNESCO

Name	Organisation/role
Peruvian and member state representatives	
13 Ingrid Huamaní	Dirección Desconcentrada de Cultura de Cusco
14 Rómulo Fernando Acurio Traverso	Director-General for Cultural Affairs, Ministry of Foreign Relations of Peru
15 Ezio Valfre:	Director-General for Cultural Politics, Ministry of Foreign Affairs, Peru
16 Claudia Bastante:	Chief of the UNESCO team, Ministry of Foreign Affairs, Peru
Members of the CAD/COE (current and previous)	
17 Cecilia Manuela Us Soc	President of the COE Technical Director of Intangible Heritage of the General Directorate of Cultural and Natural Heritage of the Ministry of Culture and Sports of Guatemala.
18 Claudia Cabouli	President of the CAD Directora Nacional de Bienes y Sitios Culturales - Secretaría de Patrimonio Cultural Ministerio de Cultura - Presidencia de la Nación, Argentina
19 George Amaíz	Secretary of the CAD Coordinator, Centre for Cultural Diversity of Venezuela
20 Hermano Fabrício Olivera Guanais e Queiroz	Member of the CAD and COE Director of the Intangible Heritage Department of the National Historical and Artistic Heritage Institute of Brazil



Name	Organisation/role
21 Joaquin Moscoso	Member of the CAD and the COE Executive Director of the National Institute of ICH of Ecuador.
22 Leticia Cannella	Member of the CAD Director of the Department of ICH (Commission of CH) of Uruguay.
23 Miguel Angel Hernandez Macedo	Member of the CAD and the COE ICH Specialist and Coordinator of Partnerships, Directorate of Cultural Heritage of the Ministry of Culture of Peru
24 Rodrigo Aravena	Member of the CAD Subdirector Nacional de Patrimonio Cultural Inmaterial en Servicio Nacional del Patrimonio Cultural, Chile
25 Soledad Mujica	Secretary of the COE Directora de Patrimonio Inmaterial, Ministerio de Cultura, Peru
26 Sonia Virgen Pérez Mojena	Member of the CAD and COE Chair of the National Council of Cultural Heritage, Cuba.
27 Susana Petersen	Member of the CAD Coordinadora del Área de Patrimonio Cultural Inmaterial de la Dirección, Argentina
UNESCO Facilitators	
28 Lucas Roque	Consultant
29 Maria Ismenia	Consultant



ANNEX 3: LIST OF DOCUMENTS REVIEWED

Document title
2014 Evaluation Report of CRESPIAL
Anexo 1: Diseño de proyectos multinacionales
Anexo 1: Propuesta de organización, funcionamiento y lineamientos del CRESPIAL
Anexo 3: Manual de Organización y Funciones
Anexo 3: Plan Operativo Bianual 2016-2017
Informe Bienial 2018-2019
Informe de ejecución 2014 (Enero-Octubre)
Informe de ejecución enero 2014-junio 2015
Informe de gestión del plan operativo bianual de 2016-2017
Informe de Medio Término
Informe de medio término 2019
Informe del Proyecto Multinacional Maya
Lineamientos para suscribir convenios con instituciones internacionales, nacionales u organismos no gubernamentales (ONGs)
Plan de Acción 2017-2021
Plan de Diálogo y Fortalecimiento de Capacidades, Conocimientos y Prácticas para la Salvaguardia del PCI – Período 2018 -2021
Plan estratégico 2018-2021
Plan Estratégico CRESPIAL 2014-2017
Plan Operativo Bienal 2018-2019
Plan Operativo Bienal 2020-2021
Plan Operativo CRESPIAL 2014-2015
Reglamento Financiero



ANNEX 4: INTERVIEW GUIDE

Note, the interview guide was adapted to the individual interviewee group. This is the guide used for government representatives.

Government representatives

Intro

- What is your title and what is the nature of your relationship with CRESPIAL?
- How often do you interact with CRESPIAL, and what is the nature of those interactions?

Objectives

- To what extent has the Centre's objectives (as set out in the agreement signed with UNESCO) been achieved?

Relevance

- Have the Centre's programmes and activities been relevant to UNESCO's Approved Programme and Budget (C/5)?
- Have the Centre's programmes and activities contributed to the achievement of UNESCO's Approved Programme and Budget (C/5)?
- Have the Centre's programmes and activities contributed to UNESCO's global strategies and action plans? If so, which ones, and how?
- Have the Centre's programmes and activities contributed to UNESCO's sectoral programme priorities, and specifically to the implementation of the 2003 Convention's global capacity-building programme?
- Do you have any suggestions for improving the Centre's relevance?

Agenda 2030

- To what extent have the activities of the Centre contributed to global development agendas, notably to the 2030 Agenda for Sustainable Development and the related SDGs?

Coordination

- How would you describe the Centre's general coordination and interaction of planning and implementation of programmes?
- How would you describe the quality of the Centre's coordination and interaction with:
 - UNESCO, both at Headquarters and in the field level?
 - National Commissions?
 - Other thematically related UNESCO category 1 and 2 institutes or centres?
- Do you have any suggestions for improving the Centre's coordination and interaction of planning and implementation of programmes?

Partnerships

- How would you describe the partnerships developed and maintained by the Centre with:
 - Peruvian Government agencies?
 - Public and private partners?
 - Donors?
- Do you have any suggestions for improving the Centre's approach to partnerships?



Governance

- How would you characterize the nature and efficiency of the Centre's governance?
- How would you describe the Centre's organizational arrangements?
- How would you describe the Centre's management, human resources, and accountability mechanisms?
- Do you have any suggestions for improving the Centre's governance arrangements?

Finances

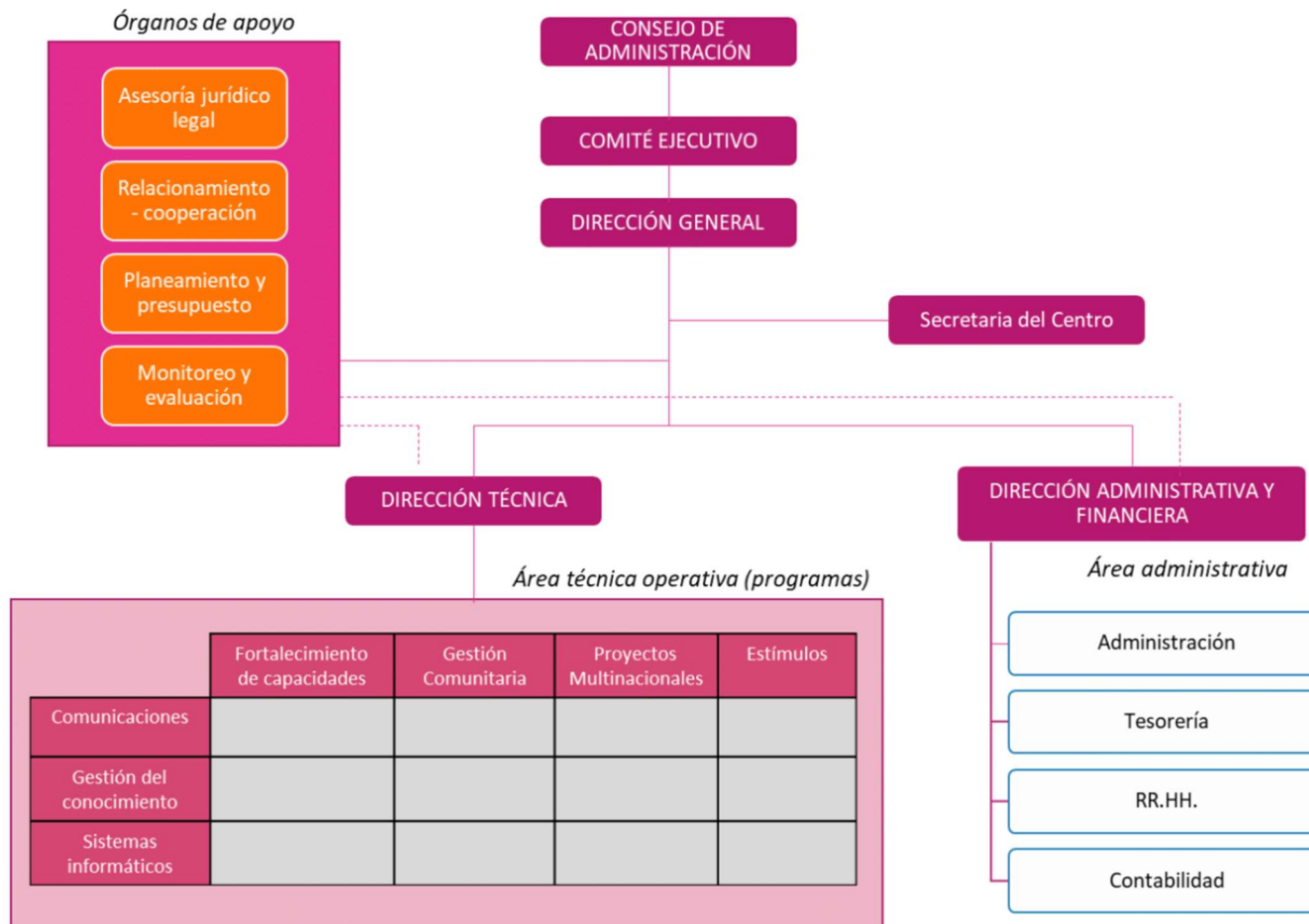
- Does the Centre have appropriate financial resources available for ensuring sustainable institutional capacity and viability?
- If not, how could this be improved?

Autonomy

- To what extent does the Centre enjoy the autonomy necessary for the execution of its activities?
- To what extent does the Centre enjoy the autonomy necessary to contract, institute legal proceedings, and to acquire and dispose of movable and immovable property?
- Do you have any suggestions for improving the Centre's autonomy and ability to contract, institute legal proceedings, and to acquire and dispose of movable and immovable property?



ANNEX 5: ORGANISATIONAL CHART



ANNEX 6: CRESPIAL'S STRATEGIC OBJECTIVES 2018–21

The strategic objectives of CRESPIAL's Strategic Plan 2018-2021 are set out below.

1 Organization and operations

- 1.1 Highly effective regulatory system, organization, and operation
- 1.2 Highly skilled human resources
- 1.3 Renewal of the agreement between UNESCO and the Government of Peru.

2 Relationships

- 2.1 Strengthen relationship with focal points
- 2.2 Strengthen the relationship with key actors in Peru (Decentralized Directorate of Culture of Cusco and Ministry of Foreign Relations and Directorate of Intangible Heritage of the Ministry of Culture).
- 2.3 Strengthen the relationship with UNESCO (the Secretariat of the UNESCO 2003 Convention, and the UNESCO offices in the region, including in Peru).
- 2.4 Develop and strengthen relationship with other key ICH actors and stakeholders.

3 International technical cooperation and funding

- 3.1 At least 30% more available funds.
- 3.2 Temporary use of technical experts from participating states as a part of the CRESPIAL Technical Secretariat team.

4. Programmatic activities

- 4.1 Establish a Multinational Projects Programme.
- 4.2. Develop and start the Knowledge Management project
- 4.3 Organise and implement the ICH Community Management project
- 4.4 Establishment of a Capacity Building Programme
- 4.5 Development of a Programme for the Promotion and Incentive of the Safeguarding of the ICH.

5. Monitoring & Evaluation/Accountability

5. 1. Develop and implement a performance and Results Information System.



ANNEX 7: CRESPIAL'S BUDGET 2020 (IN USD)

DISTRIBUCIÓN DE LOS FONDOS DISPONIBLES PARA EL AÑO 2020	
DESCRIPCION	DOLARES
DISTRIBUCIÓN DE SALDOS US\$ 50.000 PARA 2020	50,000.00
PRESUPUESTO ANUAL 2020	500,000.00
Saldo no ejecutado 2019	61,944.89
Saldo final disponible 2020	611,944.89
POA 2020	
Líneas de trabajo	Dólares
1.- Organización y funcionamiento	348,721.33
1.1 Gastos fijos operativos	227,595.92
1.2 Gobernanza	56,549.30
1.3 Sistema normativo organización y funcionamiento de alta efectividad	4,585.79
1.4 Renovación del acuerdo	48,468.72
1.5 Elección de Nuevo Director	11,521.60
2.- Relacionamiento	43,521.26
3.- Cooperación Internacional y Financiamiento	18,242.40
4.- Actividades Programáticas	149,274.40
4.1 Establecer un programa de proyectos y acciones multinacionales	26,828.73
4.2 Línea de gestión del conocimiento	23,514.20
4.3 Línea de gestión comunitaria	17,571.55
4.4 Programa de fortalecimiento de capacidades	47,074.46
4.5 Programa de estímulos	34,285.46
5.- Evaluación y seguimiento	21,225.18
6.- Comunicaciones	19,230.77
TOTAL (1 al 6)	600,215.34
FONDO DE CONTINGENCIA	11,729.55
TOTAL PRESUPUESTO 2020	611,944.89



ANNEX 8: DRAFT AGREEMENT

The draft agreement is available as a separate attachment.

For clarity, the suggested changes to the agreement’s wording on CRESPIAL’s objectives and functions are provided below.

Objectives	
Old wording	Suggested new wording
<p>a. promote the safeguarding of intangible cultural heritage at national and regional levels, through the effective implementation and monitoring of the Convention for the Safeguarding of the Intangible Cultural Heritage and other relevant international instruments in this field as well as exchange, cooperation and sharing of experiences in this field in the Region;</p> <p>b. consolidate and strengthen institutional capacities for safeguarding intangible cultural heritage in the Region;</p> <p>c. promote respect for the purposes and the proper use of the mechanisms of the Convention as well as the substantive inclusion of communities in safeguarding.</p>	<p>a. promote the safeguarding of intangible cultural heritage through the effective implementation, monitoring and proper use of the 2003 Convention and other relevant international instruments in this field, as well as through cooperation and through exchanging and sharing experiences in this field in the Region;</p> <p>b. consolidate and strengthen institutional capacities for safeguarding intangible cultural heritage in the Region,</p> <p>c. promote the substantive inclusion of communities in safeguarding intangible cultural heritage in the Region.</p>

Functions	
Old wording	Suggested new wording
<p>a. encourage participating States to adopt policies, legislative and administrative provisions referred to in Article 13 of the Convention;</p> <p>b. organize activities to consolidate and strengthen national capacities in the Region in the areas of identification, documentation, inventory making and safeguarding the intangible cultural heritage present in their territories in accordance with the UNESCO’s global strategy in this field;</p> <p>c. organize and promote cooperation between institutions and networks of professionals in its participating States in the area of exchanging experiences, knowledge, and skills in particular in relation to intangible cultural heritage practised in two or more of these States;</p> <p>d. contribute to a better understanding of the Convention and its mechanisms at the local, national and regional level, promote regional activities raising awareness of the importance of intangible cultural heritage and provide tools and methodologies for inclusion of communities in safeguarding.</p>	<p>a. encourage participating States to adopt policies, legislative and administrative provisions referred to in Article 13 of the Convention;</p> <p>b. organize activities to consolidate and strengthen national capacities in the Region in the areas of identification, documentation, inventory making and safeguarding the intangible cultural heritage present in their territories in accordance with UNESCO’s global strategy in this field;</p> <p>c. organize and promote cooperation between institutions and networks of professionals in its participating States in the area of exchanging experiences knowledge and skills in particular in relation to intangible cultural heritage practised in two or more of these States;</p> <p>d. contribute to a better understanding of the Convention and its mechanisms at the local, national, and regional level, promote regional activities raising awareness of the importance of intangible cultural heritage;</p> <p>e. provide tools and methodologies for the inclusion of communities in safeguarding intangible cultural heritage.</p>

