

Approaches to governance and getting the most from your governing body(ies)



Organización
de las Naciones Unidas
para la Educación
la Ciencia y la Cultura



Patrimonio
Cultural
Inmaterial



Centro Regional para
la Salvaguardia del Patrimonio
Cultural Inmaterial de América Latina
bajo los auspicios de la UNESCO



I. What is governance?

Governance are the mechanisms, processes and rules that allow an organisation to exert economic, political and administrative authority.

The organisation can be private, state or non profit.

Governance tries to understand the institutional conduct or behaviour, as it is influenced by the agents and the rules.



II. Challenges of Governance

Beside the in built tension of institutional design, governance faces constant challenges:


- Technological progress, i.e. ICTs
- Growing political role of civil society
- Current redefinition of state roles
- Growing demand for new ethical and associative strategies with public, private and multinational actors
- Diverse scenarios posed by the processes of globalisation

III. Governance in CRESPIAL and implementing the 2003 UNESCO Convention for ICH Safeguarding in Latin America

To achieve consensus and legitimacy CRESPIAL received the following design of government:

- a) The Administration Council (CAD)
- b) The Executive Committee (COE)
- c) The Executive Secretariat of CRESPIAL






The Administration Council (CAD) is the top governing body. It comprises one representative of each of CRESPIAL's 15 member states and a representative of UNESCO's Director General.

To be a member state a request letter is sent to CRESPIAL's Director General, (s)he then informs the CAD and UNESCO and membership is effective. The CAD elects a president and a secretary every two years.






The Executive Committee(COE) produces the work agenda (every 2 years) and examines progress report (every year) to be revised and decided by the CAD. Every four years it establishes a strategic plan based on a prospective planning exercise.

The COE has four members elected by the CAD for four years. Peru is a permanent member.





The Executive Secretariat is led by a Director General, who is elected by the member states in a selection process. (S)he designates the centre's personnel.

The Executive Secretariat implements the Operative Plan of the institution and proposes the work plans in coordination with the COE.






Governance subsystems in CRESPIAL:

1) Participatory and prospective planning:

Every four years CRESPIAL embarks on a prospective planning workshop under the COE instructions. The workshop produces scenarios of long term futures that allow for the planning of actions oriented to the safeguarding of the regional ICH.

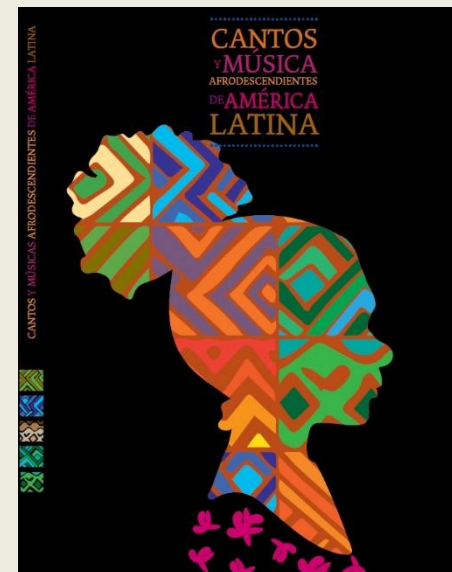
2) Collaborative strategies (technical and financial) and the possibility of building strategic alliances or partnerships:

CRESPIAL implements multinational projects that establish agendas of mutual interest to member states. We also promote and maintain South-South cooperation strategies based on learning from good practices and the shared financing of activities.




To this date the following multinational projects have been implemented:

- ICH safeguarding of aymara communities of Bolivia, Chile and Peru.
- Safeguarding of songs, dances and music of afrodescendants in CRESPIAL countries



- ICH safeguarding of the Communities of the Guarani Nation.
- ICH safeguarding of the Maya in Mexico, Guatemala, El Salvador and Costa Rica.
- Observatory of Plan and Policies for ICH safeguarding in CRESPIAL countries





The multinational projects have been an effective source of capacity building, both institutional and in ICH safeguarding. And the development of such capacity has been uneven.

Thus, challenges and difficulties remain, i.e. :

- We have not advanced activities in terms of ICH in need of urgent safeguarding.
- We have not developed enough reflexivity, nor effective answers, to the sustainable development in and of the projects.
- We have not achieved substantial intersectoral activities.



3) ICT based information and communication

We have implemented a virtual multimedia platform and a news network on ICH safeguarding for the promotion and awareness of ICH in our 15 Latin American member states.

Achievements are based on a free access to information, while challenges relate to the respect of individual or collective intellectual property and the conceptual and practical limits with cultural industries and cultural landscapes. We also lack a clear strategy for relating to mass media.



4) Capacity Building

We have strengthened the management capacities of member states and in partner institutions for ICH safeguarding in each of the 15 countries members of CRESPIAL.

CRESPIAL has centred its planning of CB activities approaching needs assessment through the identification of competencies y vocational profiles for ICH safeguarding.

This is an ongoing process in relationship with the states, academia, civil society, ngos and, last but not least, the bearers of ICH.



Brief reflection on case specifics

Once a decision has been reached by our CAD, the micromanagement of the projects is closely related to the varying degrees of national structuration of their institutional system for ICH safeguarding. Briefly put, 3 types can be found in the CRESPIAL member states:

- a) Those states with a substantial institutional structure for ICH safeguarding
- b) Those states that have embarked on structuration processes but with limitations on continuity and consolidation of their institutional structures for ICH safeguarding
- c) Those states with no ICH safeguarding system or very embryonic ones.



IV. Questions

- What is your centre functioning structure?
- How are the institutional agendas produced?
- What is the participation of member states?
- Can you distinguish different micromanagement actions?
- How is collaboration built into the functioning of the centre and member states?