

**EVALUATION OF THE REGIONAL
HERITAGE MANAGEMENT TRAINING
CENTRE IN RÍO DE JANEIRO
“LUCIO COSTA CENTRE”
CATEGORY 2 CENTRE UNDER THE
AUSPICE OF UNESCO**

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Prepared by:

Juan Luis Isaza Londoño – isaza.juan.luis@gmail.com

Martín Andrade Pérez – martinandradeperez@gmail.com

Support in the revision and translation:

Susana Montañés Lleras – susimont@gmail.com

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Cultural Sector of UNESCO

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Executive Summary

This executive summary contains a short synthesis of the key results of the evaluation of the Regional Heritage Management Training Centre “Lucio Costa”, in Rio de Janeiro, a Category 2 Centre under the auspices of UNESCO. The main objective of the assessment was to analyse the activities of the Lucio Costa Centre (LCC) in relation with its objectives and functions, as established in the agreement between the Government of the Federal Republic of Brazil and the United Nations Educational, Scientific and Cultural Organization, its contribution to the UNESCO strategic objectives and to the integrated global strategy for the Category 2 Institutes and Centres.

This assessment was commissioned by the Cultural Sector of UNESCO as part of the renewal process of the Agreement (as established in document 37C/18). It is expected that the results included in this assessment will help UNESCO to provide recommendations to the Executive Board and the Director General regarding the suitability of renewing the Agreement.

According to the terms of reference, the evaluation concentrates on four main features: 1) the relevance of the LCC to contribute to the achievement of the UNESCO strategic objectives; 2) the fulfilment of the Agreement between UNESCO and the Government of the Federal Republic of Brazil; 3) the efficiency of the structure and organization of the Centre; 4) the impact of the programs and projects at the regional level.

The methodology of the evaluation involved mixed methods with the intent of collecting the information, analysing it and guaranteeing that the opinions of all the pertinent interested parties were taken into account. The following techniques were employed: study of the pertinent documents provided by the LCC and the UNESCO Secretariat; structured interviews (face to face and remote) with representatives from all interested parties; interviews and work sessions with all the personnel linked with the LCC; interviews (remote) with representatives of the member States associated with the LCC; and active observation, conducted during a 5-day mission visit to the Centre.

Regarding aspect 1) the relevance of the LCC to contribute to the achievement of the UNESCO strategic objectives, it is possible to sustain that the LCC does contribute to the fulfilment of the UNESCO strategic objectives, and in particular with the ones associated to the 1972 Convention. In this aspect, it is necessary to strengthen and maintain a more regular, cordial and efficient bilateral communication between the LCC and UNESCO.

Regarding aspect 2) the fulfilment of the Agreement between UNESCO and the Government of the Federal Republic of Brazil, the LCC fulfils the functions and objectives the Agreement, but it has some problems related with its autonomy and geographical scope that are in the process of been resolved.

Regarding aspect 3) the efficiency of the structure and organization of the Centre, the LCC has ample and sufficient financial resources to develop its missionary aim. Regarding its human resources, it is possible to sustain that the people currently involved with the LCC have ample and recognized experience in cultural heritage and are very professional. However, they often lack specific knowledge related to the 1972 Convention. Taking this situation into account, the training of the current personnel is recommended, as well as the

reinforcement of the team by adding as soon as possible an expert on natural heritage. On the other hand, the management structure of the LCC consists of a Board of Directors and an Executive Committee, assisted by the Secretariat of the Centre. The Board meets once a year and approves work plans and medium and long term plans. The evaluation revealed weaknesses in the composition of said instances, such as the absence of a representative of the Brazilian natural heritage sector (Chico Mendes Institute for Biodiversity Conservation-ICMbio); furthermore, the Advisory Committee has yet to be put to work as an advisory and consulting body for the Executive Committee as was provided in the Agreement. The evaluation also identified some weaknesses in the internal organization of the LCC such as its segmented and dispersed structure and the lack of planning capabilities. Consequently, this report suggests that the Centre takes reorganization actions such as concentrating the activities and personnel of the Centre in three sections (Capacity Building, Dissemination and Research) as it is planned.

Regarding aspect 4) the impact of the programs and project at the regional level, the assessment revealed that in general the actors appreciate the action of the LCC and that, during the last six years, the Centre has built important collaborations with several countries in the South American Region, Africa and Asia. However, this action has to be more balanced to cover all member states in the three continents. It is crucial to underline that the LCC started its activities in force on 2014, that is the reason why its programs and projects are still in its beginning stages; nonetheless they are high quality and successful.

In conclusion, the evaluation has identified key strengths of the LCC, such as the committed support of the Brazilian government, the dedication and professionalism of its personnel and the positive impact of its various activities in the Latin American Region, Africa and Asia; however, the Centre must face a series of challenges, such as a better work with all the participant states, a more focused scope in the World Heritage Convention or the inclusion of the issues related to natural heritage, in order to better align its actions to the Strategic Objectives of UNESCO and the 1972 Convention.

It is recommended that measures are taken to improve bilateral communication and the coordination between the LCC and UNESCO, and between the LCC and the other Category 2 Centres. The LCC suffers from some problems common to other Category 2 Centres, due to the fact that it is financed in its totality by the National Institute of Historic and Artistic Heritage, IPHAN, of the Federal Republic of Brazil, it works in accordance with the regulations defined by the Brazilian authorities; however, the action of the Centre is under the auspices and assessment of UNESCO, so the expected results, as established in the Agreement, must contribute to the objectives of this Organization.

The assessment concludes that, taking into account its short life, the LCC has become an important point of reference in the South American Region, Africa and Asia, and the States Parties are satisfied with the nascent activities of the LCC and are hopeful of future developments. Therefore, this assessment recommends the renewal of the Agreement between UNESCO and the Government of the Federal Republic of Brazil, with some few adjustments related to the scope and the participation of the Chico Mendes Institute for Biodiversity Conservation in the governance bodies of the Centre.

1. Introduction: The Lucio Costa Centre

The Category 2 Institutes and Centres under the auspice of the United Nations Educational, Scientific and Cultural Organization, UNESCO, were created to support its action and contribute to the fulfilment of its strategic objectives. Currently, there are 25 of these Centres and Institutes scattered around the world, working on specific fields of culture.

The origin of the Category 2 Centre, Regional Heritage Management Training Centre Lucio Costa, LCC, go back to 2006, during President Luis Inacio “Lula” da Silva’s term (2002-2010), when the Brazilian government sought to established its position in the international sphere, particularly in the field of culture, which was seen as a vector favourable for dialogue. At the time, the Ministry of Culture and the National Institute of Historic and Artistic Heritage (IPHAN) began to receive cooperation requests related to heritage issues. Among these applications there were repeated requests for capacity building in cultural heritage, which led to the development of a first pilot workshop that was carried out in Angola.

In 2008, when the strategy for the Category 2 Centres was presented in Quebec, Canada, the discussion began about the creation of the LCC, taking into consideration UNESCO’s multilateral character and the manifest interest of the Brazilian Government. From the beginning it was an ambitious project that wanted to capitalize in, and articulate, Brazil’s notorious trajectory in cultural heritage management and training. The aim was, from the start, to provide a wider view of cultural heritage, generating a reflection on the topic and transmitting an integral and holistic notion of it, integrating the different UNESCO culture conventions.

It was within this framework that the LCC was created, with the intention, among others, of creating a better understanding of the World Heritage Convention and the other UNESCO Conventions regarding cultural and natural heritage, as well as related concepts and terms, and other diverse issues related to heritage preservation and management (Article 7, b, v of the Agreement). The creation of the Centre was made official by resolution 35C/20 of the 35th UNESCO General Assembly, carried out in Paris, France in July, 2009. The resolution entered into force on July 26 of 2010, when the Federal Republic of Brazil and UNESCO signed an Agreement regarding the creation and operation of a Regional Heritage Management Training Centre in Rio de Janeiro under the auspices of UNESCO (Category 2).

The countries that are called to be part of the LCC are the Spanish and Portuguese speaking countries in Africa, South America and Asia: Angola, Argentina, Plurinational State of Bolivia, Brazil, Cabo Verde, Chile, Colombia, Ecuador, Guinea Bissau, Equatorial Guinea, Mozambique, Paraguay, Peru, Sao Tome and Príncipe, Timor-Leste, Uruguay and Bolivarian Republic of Venezuela.

While the agreement was signed on 2010, it is necessary to specify, however, that the LCC only began its operations in June 2012, under the framework of an International Technical Cooperation Project between IPHAN and UNESCO signed in May 2011 under the title ‘Cultural Heritage Management Training within the scope of South-South cooperation’ (914BRZ4005). That means that the LCC has only operated for 4 years at the moment of this assessment.

Finally, it is fair and necessary to point out that most of this time the decisions and projects of the LCC were developed autonomously by the Centre without the participation of the countries that are part of it. The Board of Directors was established and had its first session very recently, on November 27 of 2015. This first meeting included the presentation of the LCC and its activities to the seven countries that have accepted their participation as members of the Centre and included the approval of the action plan of the LCC for 2 years: 2016 and 2017.

Therefore, despite the fact that the Agreement on the creation and operation of the LCC that was signed between the Government of the Federal Republic of Brazil and UNESCO is six years old, the work the LCC has done in pursue of its mission and in accordance with the agreement between Brazil and UNESCO is relatively new. This situation must be taken into account during the evaluation process of the Centre.

2. Objectives and Methodology of the Assessment

a. Objectives

According to Article 15 of the Agreement between the Government of Brazil and UNESCO:

“UNESCO, at any time, will be able to perform an assessment of the activities of the Centre to determine:

- a) If the Centre offers a significant contribution to the UNESCO strategic objectives.
- b) If the activities effectively performed by the Centre are in compliance with what was established in the Agreement.”

In addition, the UNESCO General Conference, in resolution 93/37C of 2013, states that the agreements that create Category 2 Centres conclude for a period of 6 years from its entry into force. Before that deadline the Director General of the organization must perform an assessment of the Centre in order to establish whether the Category 2 Centre designation will be “maintained, denounced or renewed”.

In consequence, and in compliance with the terms of reference of the evaluation, the main objectives of the review of the Lucio Costa Centre are:

- To evaluate the achievements of the Centre in relation with its objectives and functions, specifically those included in the Agreement between UNESCO and the Government of the Federal Republic of Brazil, and its contribution to the Strategic Objectives of UNESCO, its priorities and sectorial and inter-sectorial themes.
- The results of the assessment will be the basis of the recommendation of the Sectorial Review Committee to the Director General, regarding whether the Agreement can be renovated.
- The Director General will also be able to send the results of this evaluation to the Executive Board, including the endorsement or denunciation of the Agreement renewal. The approval from the Executive Board is required before the Director General can proceed to the renewal of the Agreement between UNESCO and the Government of Brazil.

- The results of this Assessment will be shared with the Government of Brazil and with the Centre, and will be presented to the Executive Board, in accordance with the integrated comprehensive strategy. It will also be available in the World Heritage Centre webpage.

b. Methodology

The methodology used in this evaluation followed basic assessment parameters, adapted to the characteristics of the LCC and the conditions of the process. It was, above all, a participative project, that sought to identify strengths, weaknesses, opportunities and threats. It also sought to generate a reflection about the work of the LCC based on conversations and interviews with the people that are and have been involved with it. The methodology was built under the basis of specific criteria of assessment that defined the steps that had to be followed during the procedure, and the content of the interviews and the elements to be analysed.

i. Evaluation Criteria

The evaluation criteria are clearly defined by the parameters established in the terms of reference. In this regard a series of questions were outlined for each one of them that served as the general foundation for the assessment:

- The **relevance** of the activities of the LCC to contribute to the achievement of the UNESCO strategic objectives: Are the activities in accordance with UNESCO strategy for Category 2 Centres, and with the thematic and regional UNESCO strategies?
- The **coordination** of the programs and activities with UNESCO and the member states of the LCC: What is the level of communication between the Centre and UNESCO and the States Parties? Do they participate in the decision making?
- The **fulfilment** of the Agreement: Are the activities in accordance with the functions and objectives stated in the Agreement?
- The **efficiency** of the structure and organizations of the Centre: Are the human and financial resources enough to perform the mission?
- The **impact** of the programs and projects at the regional level: Is the LCC recognized throughout the region? Has it influenced research and policy in the states parties? Has it reach a critical mass?
- The **efficacy** of the training program: Has it achieved the objectives proposed? Have the different strategies work out?

ii. Assessment Stages

In accordance with the criteria, a series of assessment stages were designed in the proposal that were slightly modified in accordance with the set schedule:

- A visit to the LCC that included interviews with its functionaries, work tables and presentations about its performance. This visit also allowed for the collection of the relevant information regarding the LCC, and to analyse its administrative and financial structure. During the trip, interviews were also carried out with external individuals that have been important to the Centre's development such functionaries at UNESCO-Brazil and IPHAN.

- At the same time the documents provided by the LCC and UNESCO were analysed, helping to device priority levels and to structure the information in accordance with the established assessment criteria.
- A series of interviews with functionaries, academics and individuals that have had something to do with the LCC.
- A quantitative and qualitative analysis of the information, in accordance with the defined assessment criteria. The main feature of this analysis was to explore the achievements and weaknesses of the LCC in accordance with its objectives, based on the parameters as defined in the terms of reference.
- Preparing the first draft of the assessment report.
- Preparing the final assessment report, after gathering the comments and observation from the stakeholders on the first draft. It is important to highlight and acknowledge the availability of all the people contacted that are part of the LCC structure, the IPHAN and the Brazilian Government.

3. Results

The results featured below are based on the established criteria, and in a series of topics that were identified during the progress of the evaluation and that gathered importance to the extent that they are key to the future development of the Centre and the renewal of the Agreement.

a. Alignment with UNESCO Strategies

The first results are directly related to the “Integrated Comprehensive Strategy for Category 2 Institutes and Centres” (2013) and to the “Culture Sector Strategy for Category 2 Institutes and Centres.” This strategy notes how “the type, scope and nature of the contribution must be articulated in the original request for creation assessed in the initial feasibility study by the Director General”, so this part of the assessment will be made with respect to the Agreement between Brazil and the UNESCO and with the feasibility study which gave the reason for the creation of the Centre. Three basic points were identified: i. Coordination and interaction with UNESCO; ii. Relationships and fostering networks; and iii. Fulfilment of the strategic framework of the World Heritage Convention, in the case of the centres that, like the Lucio Costa Centre, are focused in supporting its implementation. This last analysis is related directly to the World Heritage Capacity Building Strategy, adopted in 2011; the Action Plan for World Heritage in Latin America and the Caribbean, adopted in 2014 and the Action Plan for World Heritage in South America (2015-2020).

i. Coordination and interaction with UNESCO

The participation of UNESCO in the structure of the LCC was stipulated within the Agreement that led to its creation, where it is clearly stated that a representative of the Director General of UNESCO will be part of the two main administrating organs of the LCC.

The relationship with UNESCO exists in two levels: with the UNESCO Office in Brasilia and with UNESCO Headquarters.

The relationship with the UNESCO Office in Brasilia is very particular in relation to the other category 2 Centres. The LCC operates through an International

Technical Cooperation Project between IPHAN and UNESCO signed in May 2011 under the title 'Cultural Heritage Management Training within the scope of South-South cooperation' (914BRZ4005). On the frame of this contract, IPHAN gives to the UNESCO Office in Brasilia the funds for the operation of the Centre and this office is in charge of a substantial part of the administrative tasks of the LCC. Therefore, the role of the UNESCO Office in Brasilia is essential for the proper functioning of the Centre.

Consequently the relation with this office is smooth and fluent; the work is cohesive, joint and permanent. The Office provides constant support so that the UNESCO strategies are implemented and everything can be coordinated with the UNESCO World Heritage Centre, WHC. The UNESCO Office in Brasilia also verifies the fulfilment of the Agreement. As stated above, each study and contract passes through the UNESCO Office in Brasilia, they help with the dissemination of the projects and provide programmatic support. In addition, the UNESCO Office in Brasilia supports the appointments that are defined in conjunction between the LCC and UNESCO.

The relationship with UNESCO Headquarters, on the other hand, is carried out through the World Heritage Centre (WHC). The communication with the WHC is fluent and there is good interaction. On behalf of the WHC, a delegate from UNESCO Brasilia was present for the only meeting of the Board of Directors of the LCC that has taken place so far. Furthermore, some of the activities carried out by the LCC have been defined jointly by the LCC and the WHC.

Taking into account that the Agreement and the centre's feasibility study both specify that the LCC will work in issues related with the other UNESCO Conventions related to cultural and natural heritage; the Centre has developed important actions on Intangible Cultural Heritage, ICH. However, while these actions have been coordinated with the Regional Centre for the Safeguarding of the Intangible Cultural Heritage of Latin America, CRESPIAL, a Category 2 Centre under the auspice of UNESCO, whose focus is the 2003 Convention and the safeguarding of the intangible cultural heritage of Latin America, they have not been coordinated with the intangible cultural heritage section within UNESCO. So far, there has been no communication with this Section at all, nor any presence of the LCC in any of the annual meetings of the Category 2 Centres on Intangible Cultural Heritage.

Regarding this issue, although the intentions of the Centre to help safeguard the ICH of its area of influence are recognized as important, the focus of the Centre should be the 1972 World Heritage Convention.

Finally, one of the main weaknesses detected is the lack of representation and visibility of the LCC before UNESCO and in the meetings and interaction spaces created and convened by it. The LCC has been represented by IPHAN in several instances and events, which makes evident a real lack of autonomy; something that is in the process of achieving.

ii. Relationships and Fostering Networks

One of the main purposes of the Category 2 Institutes and Centres is to strengthen the collaborative networks around specific topics. These networks, however, must involve several spheres and the centres must foster the connexion between them. State Institutions, Universities, Research Centres and

Local Associations, integrated by public functionaries, professors and students, researchers, and local promoters constitute the wider context surrounding the management of cultural and natural heritage. Therefore, an effective management will only be possible as long as all these stakeholders work in harmony, and experiences are shared between the local and regional levels. This continues to be a problematic aspect in the region and it is part of the mission of the Lucio Costa Centre to help improve the situation in order to contribute to the heritage management. Consequently, and despite the fact that some of the functionaries interviewed insisted that the Centre's target audience should be public functionaries, within the Centre most advocate to target all actors involved in heritage management, as it is established in the strategic objectives of the UNESCO and the World Heritage Convention (the 5 CS).

Some of the spheres mentioned above have already been involved in the activities of the Centre. The member states of the LCC, for instance, participated in the 2014 course that functioned as a space to exchange experiences. Furthermore, the establishment of the Board of Directors allowed the sharing of needs from the cultural heritage directors of the 8 countries that have already adhered to the Centre. Nevertheless, the youth of the Lucio Costa Centre has not allowed it to have this integrating function between states. Its lack of visibility and scant knowledge of the region have been, perhaps, the main cause of this. However, the visibility is also the foundation of this integrating task, accordingly it is necessary that the LCC takes advantage of the importance of its condition as a Category 2 Centre and prioritize the fostering of networks and strengthen its dissemination strategy.

Regarding its specific relationships with the countries, the centre has started to develop projects and has maintained relationships with some of the member states, whose focal point has recognised the importance of the LCC. This is the case of Mozambique, which has been supported by the Centre in specific capacity building issues like receiving scholarships for two functionaries in the Master in Heritage of the IPHAN, a program that does not exist in that country. Moreover, because English and French are not widely spoken in Mozambique, the Lucio Costa Centre has been referred to as the "PALOPS¹ door to the world", since it allows them to showcase their heritage and their management experiences. This role has also been valued by other people associated with the PALOPS, which ascertain that the LCC has aided them to connect with a region of the world (South America) with which they had no previous relationship, and that they do not feel represented by the WHAF.

Nevertheless, although the Centre has consolidated relationships with the 8 countries that have already adhered to it; the communication is almost non-existent with the other 9. While this is part of its growth process, it is necessary to do as much as possible to create ties, not only with the governments, but with the researchers and managers in these countries, as well as with their heritage management experiences. In this regard, another problem identified during the evaluation was the lack of knowledge of the functionaries of the Lucio Costa Centre about the area of influence of the Centre. This is revealed in the fact that most of internal research done was developed in Brazil, and in the meagre knowledge of regional research and projects. As a matter of fact, one of the

¹ Portuguese Speaking African Countries

critics that surfaced in the interviews with external actors was that the Centre should be more aware of the African and South American realities, as well as their distinct and differentiated needs, depending on the degree of development of their heritage policies.

The Lucio Costa Centre has close relationships with other two category 2 centres: the Regional Centre for the Safeguarding of the Intangible Cultural Heritage of Latin America, CRESPIAL, and the World Heritage African Fund, WHAF. There are signed agreements with both of them and specific activities that are carried out periodically, as well as constant communication. Both agreements have been established based on mutual interests and the complementarity that can exist between the centres in all levels: experience, conceptual, financial and technological, among many others.

It is remarkable that the LCC, despite its youth, has such good relationships with both of these centres; however, some problems were identified that have to be resolved in the short term. In the first place, there is a risk of superimposing functions, since both of these associates overlap in some of their functions and work scopes. The CRESPIAL, for example, carries out capacity building in Intangible Cultural Heritage management in some of the countries of the area of influence of the Lucio Costa Centre (the ones in South America), and the African Fund carries out capacity building in World Heritage management in others (the ones in Africa). However, in the second case the LCC covers a language gap since the activities carried out by the African Fund are mostly in English and French, while the Centre focuses on the Portuguese speaking African Countries, where those languages are not widely spoken.

It is also necessary to start strengthening the relationship with other Category 2 Institutes and Centres; starting with the Institute in Zacatecas, that also works with the World Heritage Convention and with there could be a great complementarity since it covers the rest of Latin America. With the other centres it is indispensable to start exchanging experiences, since a great deal of them have already been acquired, not only in management training, but also in thematic areas, which knowledge has been restricted in the region.

Lastly, it is necessary to find the way to consolidate the networks of researchers and managers announced by the Centre. Although the public calls serve for this purpose and the project of the cultural heritage observatory should provide an answer to this need, in the region there have been many initiatives that have been unable to capture this idea in its totality. It is needed, then, to review the actions of ICOMOS, ICCROM, IUCN, the *Convenio Andres Bello* and the OEI and to work together so that their efforts are not replicated. In addition, there has been very little relationship with the universities in the region (the Centre has only worked with Brazilian universities), some of which already have training programs at the local or national level, that could be used by the LCC during training processes in the future.

The need and aspiration for collaborative networks for heritage management in South America and Africa has existed for many years. The approach proposed by the Lucio Costa Centre has an enormous potential and could complement what has already been achieved in Latin America, by CRESPIAL, in the matter of intangible heritage. Therefore, this vector should be seized in the short term, since it could be one of the articulating elements of the LCC future work.

iii. Fulfilment of the Strategic Framework of the World Heritage Convention

Although the Lucio Costa Centre has within its functions working with other UNESCO conventions related to cultural heritage, the main core of its work is the framework of the Convention Concerning the Protection of the World Cultural and Natural Heritage (1972). Like the other 7 centres associated with World Heritage, the LCC must contribute to the fulfilment of a series of specific strategies and plans adopted by the World Heritage Committee: The World Heritage Capacity Building Strategy, adopted in 2011; the Action Plan for World Heritage in Latin America and the Caribbean, adopted in 2014; the Action Plan for World Heritage in South America (2015-2020); and, despite the fact the Centre was not present, it should also keep in mind the recommendations given in the Fourth Annual Coordinating Meeting of the UNESCO World Heritage-related Category 2 Institutes and Centres, that took place in Shanghai, China, in 2014.

The World Heritage Capacity Building Strategy (WHCBS) is known for going from a focus on public officials to a wider vision, which includes communities, institutions, managers and academics, among others. It is based on the 5 strategic objectives of the World Heritage Committee, known as the 5 Cs: Credibility, Conservation, Community, Communication and Capacity Building. Each of the Cs has a series of objectives (10 in total) and actions directed to specific audiences (heritage professionals, institutions and communities) and a series of providers of capacity building. The Category 2 Institutes and Centres are included among these and are involved in the performance of 31 of the 58 actions that constitute the strategy.

The first observation is that, from the 3 types of audiences posed by the strategy, the Lucio Costa Centre has given priority to the institutions; it is starting its work with academics and heritage professionals and has not initiated any actions specific to communities. In this regard, the “Community” strategy is the one where the least actions (1 of 6) have been developed or are in the process of being developed, from the ones mandated to the Category 2 Centres; it is followed by the “Communication” strategy (0 of 1); while the “Capacity Building” (1 of 1), “Conservation” (10 of 13) and “Credibility” (7 of 10) Strategies have a high degree of fulfilment. However, the LCC has contribute with other actions of the strategic objectives that are not necessarily mandated to the Category 2 Centres, like the translation of manuals and the development of reference bibliography. The World Heritage Capacity Building Strategy has slowly advanced, and the actions performed have been in their majority (19 actions of the 31 mandated to the Category 2 Centres have been advanced to some level) satisfactorily fulfilled. Regardless, it is indispensable that the Lucio Costa Centre begins to think of the way it might fulfil the 12 actions that it has yet to take into account.

The Action Plan for World Heritage in Latin America and the Caribbean (2014-2024) is also based on the 5 strategic objectives of the World Heritage Convention. In this Action Plan 4 general strategies were established (Cooperation, Funding, Pilot Projects and Monitoring), alongside 4 regional priorities (Education, communication and information; integrated heritage management; sustainable tourism in World Heritage sites; and Categories of heritage). Similar to the World Heritage Capacity Building Strategy, the Action

Plan presents a series of general and specific actions for the 5 strategic objectives, some of which are mandated for the Category 2 Institutes and Centres.

In total there are 14 general actions and 50 specific actions. From these the Category 2 Centres co-lead 19 and collaborate in the implementation of 10. Just like in the case of the Capacity Building Strategy, the Lucio Costa Centre has yet to advance in the actions related to the “Community” objective (0 of 3), but, in this case, it has advanced less in the “Credibility” objective (1 of 3), while the “Communication” objective has seen greater advancement (6 of 6); above the “Conservation” objective (3 of 6) and at the same level of the “Capacity Building” objective (10 of 11), which has, as one of the expected outcomes, the “consolidation of the Category 2 Centres as a regional reference”.

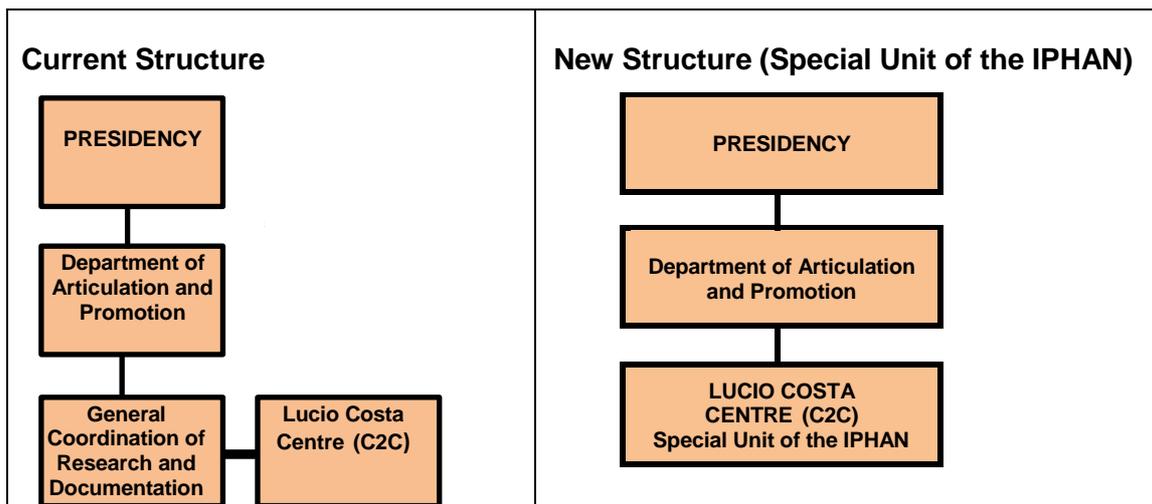
Considering that the LCC has advanced in 20 of the 29 actions mandated by the Action Plan for World Heritage in Latin America and the Caribbean, the present evaluation considers that the fulfilment has been high, especially regarding the capacity building strategic objective. However, the Community strategic objective, another that the Centre is mandated to collaborate, remains unfulfilled, and the support to the Credibility of the Convention at the Latin American level has not been adequate.

b. Structure, Organization and Efficiency of the Centre

i. **Administrative and Organizational Structure of the Centre**

The current structure of the LCC follows the foundation established in 2012 when it became truly operational, with its own resources and with the perspective of the training program finally adopted in 2013. Since then the LCC has been linked to the General Coordination of Research and Documentation, COPEDOC, a dependence of the Department of Articulation and Promotion, DAF that is itself a dependence of IPHAN. This places the LCC as a dependence of IPHAN with no autonomy and whose operation and structure are subject to several superior hierarchical levels and several overseers.

Despite the fact that this lack of autonomy goes against what was established in the Agreement, it also reflects the fact that the LCC is still in the initial stages of consolidation. The next stage will be its configuration as a Special Unit, where its dependency level will diminish as seen in the graph presented below:



Source: Lucio Costa Centre

The issue of autonomy is one of the critical points that have to be reviewed by the LCC and IPHAN. Although it was a requirement in the original Agreement, when the Centre was created a search was made for an independent figure that could be adopted within the structure of the Brazilian State. Several alternatives were considered and analysed, and it was concluded that not such figure existed. In Brazil there are no strong autonomous institutions that function with public funding; associations are strongly criticized and do not have the desired strength. It was then decided that the LCC would be initially created as a dependency of IPHAN, as it remains today, and would turn into a *Special Unit*². Nevertheless, the link to IPHAN has given the LCC an institutional strength that it could not have acquired otherwise.

On this topic it is important to highlight that, although the LCC is part of the IPHAN, it is not located in Brasilia alongside the main offices of said institute, but in Rio de Janeiro, something that provides, factually, a high autonomy. Furthermore, the archive, research and training coordination, and the National Library, are also located in Rio de Janeiro, which allows direct contact with people and institutions directly related with the LCC mission.

Right now the Centre is highly dependent on administrative and financial matters; but once it becomes a Special Unit it will obtain wide administrative and financial autonomy. It will have a management unit and will be able to receive external funding. According to the information provided, the LCC should become a Special Unit by the end of 2016. This depends on the amendment of a law by the Presidential approval, a procedure that is already in progress.

Accordingly, the LCC has the best possible structure for the initial stages of development and is in the process of acquiring greater autonomy; though it will still be dependent from the IPHAN during its next stage of consolidation.

Although this is a weakness that has already been seen in other Category 2 Centres, and one that in most cases has been dealt with in time, it does represent the very real danger that the decisions and programs executed by the centres may be defined by the State Party and not by what will better contribute

² A *Special Unit* is a Decentralized Governmental Unity, linked to the organizational structure of IPHAN. It has administrative and financial autonomy to execute IPHAN Budget, to contract, to acquire and dispose of products and equipment and to administrate IPHAN and external staff.

to UNESCO's objectives. There may even be cases, where the expectations of the State Party and those of UNESCO are different, which will put the LCC in disjunction with its mission.

Either way, the first session of the Board of Directors, that took place in November 2015, marked the beginning of a new stage for the LCC. Ideally, and in accordance with the structure described in the Agreement, the member states will have, from now on, a decision-making role within the LCC; however, it is necessary to wait a few years before the results of these changes can be properly analysed.

Presently, the lack of autonomy is also manifested in the fact that in many occasions the IPHAN has acted as the interlocutor for the LCC. They are the ones that receive the requests from the countries and then forward them to the Centre. In this regard, the medium term objective will be for the LCC to become an interlocutor by itself; in order to finally become a centre of reference.

ii. Human Resources

One of the main advantages depending on the IPHAN has, is that all the professional personnel from the Centre are on the Institutes payroll. This provides not only work security that might not have been possible otherwise, but also a source of experience personnel. Many of the functionaries of the Centre have worked for IPHAN for several years and, therefore, have ample knowledge and experience in cultural heritage management, research and capacity building. The thirteen people that constitute the LCC staff are, therefore, a considerable qualitative advantage to the performance of the Centre.

However, despite the team's qualification and knowledge in the field of cultural heritage, there is a very clear lack in qualified personnel in the field of natural heritage. This is a recurrent problem in the implementation of the World Heritage Convention, not only at the institutional level within the states parties, but also in the spheres of research and training. In this case, the dependence from IPHAN is the clear source of the weakness, since the Institute is involved only in issues associated with cultural heritage. Nevertheless, it is something that has to be resolved in the short term in order to better support the implementation of the World Heritage Convention.

Finally, while the team has ample knowledge of the field of material cultural heritage in Brazil, the knowledge regarding the institutions, legislations, governing bodies and the heritage itself, both cultural and natural, of all the other member states in Africa, America and Asia that are within the scope of the LCC is insufficient. This issue becomes evident, among other, in the selection of research topics and in the promotion of the LCC itself.

c. The Training Program

The programmatic structure of the LCC revolves around its training program. Formulating this program took the first three years of the Centre existence: between 2010, when the agreement was signed, and 2012, when IPHAN assigned resources to the LCC and it began its program execution process, there were very few activities. The LCC dedicated this time to conceptualize, define and structure its program, develop proposals and analyse its field of action. Between 2012 and 2013 a series of meetings and studies took place accompanied by specialist from Brazil, South America and Africa, intended to

think about the program, leading to its final formulation in 2013 and its presentation during the Regional Meeting for the Action Plan for Latin America and the Caribbean of the UNESCO World Heritage Centre that took place in Brasilia in April 2014.

The program has three main strategies: capacity building, dissemination and research; and it is organized around three defined thematic cores: Valuation of Cultural Heritage; Preservation Structures and Instruments; and Management Strategies and Practice. Its principle is the collaborations, exchange and sharing of knowledge between the states within its area of influence and the Advisory Bodies of the 1972 Convention. As tangible results the capabilities and needs of the region have been diagnosed, and information has been identified and collected regarding its cultural and natural heritage researchers and professionals.

Therefore, this programmatic assessment centres on evaluating the three strategies of the training program.

i. The Capacity Building Strategy

Taking into account the nature of the LCC, the capacity building strategy is the most important. Given that it is a “management training” centre, the greatest expectation, when it was created, surrounded the courses, seminars and workshops that it will carry out; under the assumption that this capacity building will lead to critical deliberations around the management of natural and cultural heritage. Furthermore, according to functionaries of IPHAN, the LCC originated from the many requests, from countries in the region, for capacity building programs or good practice exchange. There is a team in charge of this strategy within the LCC.

Considering that the training program only started in 2013, the groundwork of the action plan for the capacity building strategy took place in 2014. This action plan identified several needs of the region, in accordance with the World Heritage Capacity Building strategy, like sustainable tourism and risk preparedness; and some key issues in cultural heritage management like making inventories and preparing nomination files for the World Heritage List. It also establishes that the LCC will carry out activities by itself and joint activities with other institutions. The plan indicates that the capacity building strategy should be flexible, since it depends on needs and demands, and these constantly change with the advance of the heritage management field. The LCC work plan outlines at least one course and one workshop each year.

Up until now, the LCC has carried out 2 workshops, 1 course and 1 seminar. Among these, only one workshop (“Challenges of the Nomination of the Heritage of the World and Humanity”) was carried out by the LCC alone.

One of the issues of the capacity building strategy is that many of the demands that arose during the interviews carried out in the framework of this evaluation, showed that the countries expect capacity building in topics like restoration, illicit traffic of cultural property and general legislation in the field of cultural heritage. And, while these issues are in the scope of the objective of the LCC to contribute to all the UNESCO conventions related to cultural and natural heritage, as per Function (v.) of the Agreement, and to the 7 cultural strategic objectives of UNESCO; they are not within the scope of the Centre’s priorities,

which focus on cultural heritage management and not in specific technical issues. This is also the result of the different degrees of development of the heritage policies in each of the States Parties, which the Centre will have to take into account in order to achieve its objectives.

In this regard, the case of the PALOPS (Portuguese speaking African countries) and Eastern Timor is particular because they each have very different needs regarding capacity building in natural and cultural heritage. This is triggered by the different levels of advance in the implementation of the World Heritage Convention (from this 7 countries Eastern Timor has not ratified the convention yet, Angola, Equatorial Guinea and Sao Tome and Principe have no properties on the list and Cabo Verde and Mozambique have only one site each). They are also countries that have very few capacity building possibilities due to the fact that they have limited knowledge of English and French, the working languages of the 1972 Convention and of most African Countries. A situation that is reflected in the specific requests for training in making nomination files and building cultural and natural heritage inventories, issues that some countries in the region have already surpassed.

In the topic of capacity building it is also important to indicate the target audience. Right now the LCC does not have its own audience, but one of its main purposes must be to create it and to extend it to managers and local communities, and even to academics and students, and not only to public officials.

Actually, one of the most important issues for the Centre is to focus its activities to its main mandate as established in the Agreement between Brazil and UNESCO and in the Feasibility Study: the World Heritage Convention. In this sense, the work with the other conventions must be restricted to the sites inscribed on the World Heritage List or on the Tentative Lists. Eventually, when consolidated, the Centre can carry out general activities in ICH or in matters related to the other cultural heritage conventions, but for the moment the LCC must focus on its main mandate and specifically on the adoption of the Capacity Building Strategy by all state parties.

This new stage, where the director bodies are starting to make some decisions on what the LCC will actually do, is conclusive: there is already a series of courses and workshops that have been decided and approved, as can be confirmed by the minute of the first meeting of the Board of Directors.

Furthermore information received highlighted how the LCC, as part of its capacity building strategy, has participated in activities related to the production of the nomination files of Sites to the World Heritage List, and of the Management Plans of Sites already inscribed. In the first cases, this participation was limited to joint financing, by hiring people exclusively for the project, but paid by the LCC. In the second case the LCC was part of the corresponding Managing Committee, without having enough information to assess said participation.

Even though the process of creating a site's nomination file for the World Heritage List can be used as case study or as an important capacity building tool, in the two cases where the LCC has been involved this has not been done. Both sites are in Brazil, a country with a large experience preparing nomination files for the World Heritage List, and there is no clear indication of the relevance

and importance of the specific support provided by the Centre in a nomination process that, in principle, is the responsibility of the Brazilian Government.

The same can be said about creation of management plans: it could be considered an important tool for capacity building in the field of World Heritage Site Management, if used as a case study. However, in the two cases where the LCC has been involved this has not been done. Both sites are in Brazil and there is no clear indication of the relevance and importance of the specific support provided by the Centre in a management process that, in principle, is a responsibility of the Brazilian Government.

It is recommended that the LCC abstains from participating directly in the production of nomination files for the UNESCO lists, or in the management of sites, since this can have adverse consequences to the image and credibility of the Centre. Such participation may eventually be done in an environment of academic discussion, where the exercises might contribute to a better understanding of specific cases that can be used as tools in its capacity building activities.

Finally, it is recommended that the people working directly with the LCC and that currently have important academic relations with Brazilian universities, be actively involved in the courses and capacity building activities developed by the Centre.

ii. The Research Strategy

According to the training program, the research strategy was lay out as a way to help the formation of collaborative networks interested in the topics and challenges common to heritage management. The aim is that the studies done will create new perspectives on cultural heritage, encouraging and disseminating the production of knowledge in the Region, the development of innovation in issues of heritage management, and that the research supported and disseminated by the LCC will become a point of reference in the field of cultural and natural heritage; it also seeks to develop, in the region, wider studies based on the research done by IPHAN.

Although, initially, the strategy is based on a series of public calls for articles or researches, right now this is complemented by internal researches performed by members of the LCC. According to the LCC this research is been done by demand of the member states, but it is actually the response to specific demands by Brazil, Cabo Verde and Mozambique.

The internal research is, for the most part, state of the art of different matters and of great interest for heritage management in the region; nevertheless, they continue to focus on Brazil, which indicates, again, the still local character of the LCC. This is accompanied by the public calls for research, a well-intentioned project that has showed considerable rigor in the selection of projects, and provides a unique opportunity to carry out research in the region. However, from the ten projects that have so far been selected and financed by the Centre, only three studies address issues outside Brazil, and another makes a comparative analysis between a Brazilian world heritage site and a foreign one.

The research strategy is still in its beginning stages, so it is recommendable to promote the development of joint research projects between several countries in the area of action of the LCC.

Furthermore, as was stated above, in the interviews performed for this evaluation the member states of the LCC indicated their interest in research in areas like conservation, illicit traffic and cultural heritage legislation. As said before, these issues are not currently a priority for the Centre, but must be taken into account for the future plans of research.

It was observed, as was with the other topics; that the issues surrounding cultural heritage were prioritized, neglecting those associated with natural heritage, to the point that up until now those topics have not been dealt with at all. It is recommended, therefore, to also address the natural heritage component in accordance with the 1972 World Heritage Convention

It is also recommended that the Centre look for research topics that will be of interest for all, or most, of the member states, opening the possibility that they may be replicated in both the conceptual and methodological fields.

iii. The Dissemination Strategy

According to the training program, the focus of this strategy is to integrate and strengthen the collaborative network of the LCC based on three main lines of action: 1) the LCC website, that will serve as a virtual platform containing information about its research, activities and cultural heritage management programs; 2) an observatory used to systematize and disseminate the information and to capture the region demands; and 3) a series of publications to disseminate the knowledge developed, with 3 editorial lines: research, capacity building and meetings.

The first line of action, the website, is currently in process of consolidation. Although, the webpage has not been visible or had any content for most of the time the LCC has been active, the progress in the last months have shown a preview of how it can become a vital tool for the activities of the Centre and, in the medium term, a reference site about cultural heritage. Despite the delay, and the fact the content is not yet as required, the structure of the site already fits the purpose assigned by the training program. However, the site is a sub site of the IPHAN, so its management is in the hands of this institute. Moreover, the LCC does not have a person dedicated exclusively to the management of this tool so there is a risk that the site may become outdate if the work is not well coordinate with IPHAN.

The Observatory, one of the most ambitious projects within the Centre, has also encounter implementation problems. Widely discussed both at the regional level and internally, its execution has not been possible, partially due to administrative problems in its contracting. This problem is, in turn, linked to a problem in determining the technological component that will support the observatory. Beyond this inconvenient, the evaluation also found that the project does not have clear application and analysis guidelines.

Even though the initiative is of great significance and relevance for the area of influence of the Centre, there is still a need to define more clear objectives. It is unclear whether the Observatory will be a great database, an analysis tool for cultural heritage management models or if its purpose is to evaluate politics and actions. This indeterminacy has caused the project to be questioned since it can be seen as an interference in national politics, and as going against the autonomy and self-determination of internal policies. Furthermore, it can overlap

with other projects, like the observatory of CRESPIAL or the programs of the Advisory Bodies of the World Heritage Convention.

Finally, the publications initiative is also in its beginning stages. Nonetheless there are already some concrete results, like the translation to Portuguese of the basic texts of the World Heritage Convention, the Intangible Heritage Convention and the Cultural Diversity Convention. These results have been of great importance for the Portuguese speaking countries in the area of influence of the Centre, who were also the beneficiaries of a publication about risk management in the PALOPS that was very well received in those states.

Beyond the 3 main lines planned for the dissemination strategy, this assessment has found out that dissemination is the major problem of the Lucio Costa Centre. Despite its potential, and the importance it might obtain within the region, the Centre has yet to become well known among the functionaries, researchers and heritage managers at the regional level in its area of influence. The lack of international projection, communication and a permanent connection with the other countries, with researchers or research centres, and site and heritage manifestations managers is due, perhaps, to the relative youth of the centre and that it is still a dependency of the IPHAN. It is, from the perspective of this evaluation, a normal failing considering that the Lucio Costa Centre is still in its beginning stages and has a great potential to strengthen the cultural and natural heritage management in the region.

4. Recommendations

As set in the Terms of Reference, this evaluation provides recommendations to be considered by the Lucio Costa Centre. Recommendations are organized as follow:

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

However, due to the importance of the State Party to the performance of the Centre, a fifth series of recommendations was included so that the State Party can best help the LCC become autonomous in order to be more effective in its operation.

a. General recommendation whether renewal of the Centre's status as a category 2 institute is warranted and would conform to the Integrated Comprehensive Strategy

Based on the interviews carried out and the documents reviewed, the first observation that has to be made is that the Lucio Costa Centre has only been operating for 4 years. And from these, only the last 6 months have been operating under the direction of a board of directors in accordance with the Agreement. Regardless of the reasons behind this situation, the reality is that it makes this evaluation somewhat premature, because the Centre has not had the time necessary to consolidate its position within the area of influence.

However, the Brazilian State has expressed its willingness to keep supporting the LCC, which guarantees a financial sustainability that will allow the Centre to function for the next several years.

Furthermore, the recent meeting of the Board of Directors, which included a representative of the UNESCO Brazilian office, clearly established an action plan for the years 2016-2017, where the principles and general objectives of the Integrated Comprehensive Strategy were adopted. The proposal, whose executions is guaranteed by the resources provided by the Brazilian Government, is coherent with the strategy and, if implemented correctly, will produce invaluable contributions to the understanding of the World Heritage Convention in the area of influence of the Lucio Costa Centre.

However, there are four main issues, observed in the course of this evaluation that the Centre must endeavour to improve:

- Although the goal of addressing heritage in a wider, integrated framework is commendable, the Centre needs to focus, for now, in the issues associated with the World Heritage Convention and work on issues related to the other conventions only on sites inscribed on the World Heritage List or the Tentative Lists.
- It is indispensable to increase the visibility of the Centre. Only then it will be able to successfully fulfil its original mandate. The actions taken so far have been able to provide credibility, however this serves no purpose if the Centre is not known. Hiring at least one person to take care of this issue will be a first step to a solution, but it must be accompanied by a clear communication strategy.
- The Centre needs to give a more prominent place in its action plan to the issues related to natural heritage. Although the Centre is conditioned by being part of an institution that deals with cultural heritage and all the focal points of the countries that are part of these institutions works with cultural heritage, the coordination with the institutions and the natural heritage managers is a challenge that the Centre can begin addressing by including in its staff people with knowledge of the natural heritage field.
- It's imperative to do all the efforts to seek the largest possible autonomy. At this respect, the configuration of the Centre as an "Special Unit" of the IPHAN must be prioritized in the short term.

The conditions to make the Lucio Costa Centre into the point of reference it was meant to be in the field of the World Heritage Convention already exist. According to almost all the people that were interviewed, the continued existence of the Centre is necessary not only to improve the management of cultural heritage, but also to create so far almost inexistent networks and to develop ties between countries whose similarities are greater than what is readily apparent.

In this order of ideas, the area of influence of the Centre is, itself, one of its mayor contributions, by connecting countries that have very little contact between them (the South American countries with the Spanish and Portuguese speaking countries of Africa and Asia), but whose joint work can become a reference case study of south-south cooperation in the field of cultural heritage. An example of this is the statement by some of the Africans interviewed that

said the Lucio Costa Centre has become their “door to the world” since the WHAF, regrettably, “do not represent them as it should”.

In conclusion, this evaluation strongly recommends the renewal of the Agreement between the Brazilian Government and UNESCO, with some modifications that will be presented below and with a series of recommendations that will help the Centre to become an important actor in the work to achieve of the Integrated Comprehensive Strategy.

b. Recommendations to the LCC for improving the effectiveness of its operations

- **Interaction and coordination with UNESCO**
 - Actively participate, on its own behalf, in the different committees, meetings and other interaction and coordination spaces convened by UNESCO.
 - Reinforce the communication channels with the World Heritage Centre.
- **Interaction and coordination with the countries of the Region**
 - Strengthen the efforts to reach the adhesion of all the countries called to join the LCC (Angola, Argentina, Bolivia, Guinea Bissau, Equatorial Guinea, Paraguay, Sao Tome and Príncipe, Timor-Leste and Venezuela). Improve the communication channels and the identification of the needs of all the country in the region, taking into account the different levels of development of each of them in cultural heritage management.
- **Organizational and Management Structure**
 - Seek, in the medium term, the addition of some personnel that is not from Brazilian origin.
 - Engage, in the short term, personnel that can efficiently and effectible address issues related with natural heritage in the framework of the World Heritage Convention.
 - Implement and strengthen the operation of the proposed internal structure, which is still in the planning stage.
 - Implement and strengthen the operation of the Observatory proposed, which is still in the planning stage.
- **Financial and Planning Structure**
 - Adopt a result based management system.
 - Create a list of indicators for each of the plans, programs and projects that can provide an efficient and effective monitoring and assessment.
- **Thematic and Geographical Focus**
 - Concentrate all of its efforts in all the countries in its area of influence.
 - Concentrate its activities in the 1972 World Heritage Convention, while allowing for the possibility of working with the other UNESCO heritage conventions as long as they are somehow associated with World

Heritage Sites or with properties included in Tentative Lists within the LCC area of influence.

- Include the natural heritage in its thematic focus, seeking the addition of experts in this area.
- **Networks and Relationships with other Organizations**
 - Create joint plans, programs and projects with other Category 2 Centres under the auspice of UNESCO; without duplicating their efforts.
 - Increase and maintain relationships with other Category 2 Centres other than CRESPIAL and the AWHF. It is widely recommended to create a synergy with the Category 2 Centre – Regional World Heritage Institute in Zacatecas, Mexico, with the purpose of contributing wider and better strategies in the Latin America and the Caribbean Region.
 - Create a database and a communication and exchange network of information and activities -such as calls, publications and results – with other Category 2 Centres under the auspice of UNESCO.
- **Capacity Building Strategy**
 - Create and implement its own lines of capacity building, based on a “state of the art” assessment, consultation with the member states of the LCC and the decisions of the governing bodies.
 - Avoid participating actively on the preparation of nomination files, Management plans or other documents related which should be developed by the State Parties. However, the LCC could asses this process, without being part directly of them.
 - Create and extend the target audience to managers and local communities, and even to academics and students, and not only to public officials, in accordance with the UNESCO strategies.
- **Dissemination Strategy**
 - Create and implement its own lines of dissemination, based on a “state of the art” assessment, consultation with the member states of the LCC and the decisions of the governing bodies.
 - Consolidate the webpage, including and updating the contents permanently.
 - Start up the project of the Observatory, clearly defining its objectives and targets.
 - Seek, in the short term, the addition of one person (at least) to take care especially of the dissemination strategy.
- **Research Strategy**
 - Create and implement its own lines of research, based on a “state of the art” assessment, consultation with the member states of the LCC and the decisions of the governing bodies. It is widely recommended the performance of comparative studies and the analysis of the successful management experiences.

- Give more emphasis to the natural heritage component, in accordance with the 1972 World Heritage Convention.
- Look for research topics that will be of interest for all, or most, of the member states, opening the possibility that they may be replicated in both the conceptual and methodological fields.

c. Recommendations to the State Party for improving the autonomy and the effectiveness of its operations

- Give the LCC the higher degree of autonomy possible within the Brazilian legislation.
- Keep providing support to the LCC in the different fields and with all possible resources.
- Strengthen the efforts to reach the adhesion of all the countries called to join the LCC (Angola, Argentina, Bolivia, Guinea Bissau, Equatorial Guinea, Paraguay, Sao Tome and Príncipe, Timor-Leste and Venezuela).
- Avoid representing the LCC in the national and international arenas, giving it the chance to represent itself.
- Avoid linking the LCC in matters, plans, programs and projects that are only or fundamentally a concern of the Brazilian Government or of its bi-national or regional relationships.

d. Recommendations to UNESCO for improving the effectiveness of its coordination and interaction with the Centre

Although, the relationship between the Lucio Costa Centre and the World Heritage Centre, has so far been effective and fluid, it is important from this point on to increase this accompaniment, taking into account that the governing bodies of the Centre have just begun to work as intended. In accordance to this, it is important that the designated representative of the Director-General of UNESCO participates in the meetings that will take place, avoiding delegate this duty to staff members of UNESCO Brazil. This will play a key role for a real and effective integration and coordination between them. Consequently, the two recommendations to UNESCO are:

- Strengthen the efforts to reach the adhesion of all the countries called to join the LCC.
- Keep providing support to the LCC in the different fields and with all possible resources.

e. Specific Recommendations for possible amendments to the Agreement

Taking into account that there is a model for the agreements for the Category 2 Centres and that the old agreement structure doesn't fit with this model, this evaluation proposes a new text with specific changes to the current agreement.

The main recommendations focus on the functions and objectives of the Centre, emphasizing on the work with the World Heritage Convention.

DRAFT AGREEMENT
BETWEEN
THE UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL
ORGANIZATION
AND
THE GOVERNMENT OF THE FEDERATIVE REPUBLIC OF BRAZIL
REFERRING TO THE RENOVATION AND OPERATION OF THE REGIONAL
WORLD HERITAGE MANAGEMENT TRAINING CENTRE IN RIO DE
JANEIRO
UNDER THE AUSPICES OF UNESCO (CATEGORY 2)

The Government of the Federative Republic of Brazil and the United Nations Educational, Scientific and Cultural Organization,

Considering (...)

Have agreed as follows:

ARTICLE 1 – DEFINITIONS

1.1. The acronym “UNESCO” herein refers to the United Nations Educational, Scientific and Cultural Organization.

1.2. The “Centre” is understood to be the Regional World Heritage Management Training Centre.

1.3. “Government” is understood to be the Government of the Federative Republic of Brazil.

1.4. “IPHAN” is understood to be the National Historic and Artistic Heritage Institute, an autonomous institution of the Federal Government of Brazil.

1.5. The “Region” is understood to be the Portuguese- and Spanish-speaking countries of South America, Africa and Asia: Angola, Argentina, Plurinational State of Bolivia, Brazil, Cabo Verde, Chile, Colombia, Ecuador, Guinea Bissau, Equatorial Guinea, Mozambique, Paraguay, Peru, Sao Tome and Príncipe, Timor-Leste, Uruguay and Bolivarian Republic of Venezuela.

1.6. “Participant States” are understood to be States which have sent the Director-General of UNESCO notification in accordance with the terms of Article 3, paragraph 2 of the Agreement of creation of the Centre and which have sent the Director of the Centre notification in accordance with the terms of Article 10 paragraph 2 of this Agreement.

ARTICLE 2 – ESTABLISHMENT

The Government hereby agrees to take, in the course of the year after the signature of this agreement, any measures that may be required for the renewal and setting up at Rio de Janeiro, Brazil, of a centre, as provided for under this Agreement, hereinafter referred to as the Regional World Heritage Management Training Centre “Centro Lucio Costa”.

ARTICLE 3 – PURPOSE OF THE AGREEMENT

The purpose of this Agreement is to define the terms and conditions governing collaboration between UNESCO and the Government and also the rights and obligations stemming therefrom for the parties.

ARTICLE 4 – LEGAL CAPACITY

4.1. The Centre shall be independent of UNESCO.

4.2. The Government shall ensure that the Centre enjoys within its territory the functional autonomy necessary for the execution of its activities and the legal capacity:

- to contract;
- to institute legal proceedings;
- to acquire and dispose of movable and immovable property.

ARTICLE 5 – CONSTITUTION

The constitutive act of the Centre must include the provisions describing precisely:

- (a) the legal status granted to the Centre, within the national legal system: a “Special Unity” (“Unidade Especial”) of the IPHAN;
- (b) a governing structure allowing UNESCO representation within its governing bodies.

ARTICLE 6 – FUNCTIONS AND OBJECTIVES

1. The functions and objectives of the Centre shall be:

- (a) Objectives:
 - i. to contribute to the achievement of the United Nations Sustainable Development Goals (SDG);
 - ii. to build capacity for World Heritage management in the countries of the Region.
 - iii. to act as a centre of reference for education, research, training, networking platform and capacity-building through projects, programmes and courses;
 - iv. to develop a body of knowledge in management and conservation, applied and theoretical research and education in the field of World Heritage;

- v. to contribute to methodological development for the management and conservation of World Heritage;
- vi. to promote and facilitate a regional network of educational and research institutions, organizations and researchers in order to devise well-informed solutions for the problems facing World Heritage management and conservation;
- vii. to encourage entrepreneurship in an academic setting related to the World Heritage;
- viii. to share technical expertise with UNESCO, particularly with the World Heritage Centre, and to cooperate with other institutions related to the World Heritage conservation and management.

(b) Functions:

- i. to create and develop partnership and networks and establish collaborative research programmes to address regional gaps of knowledge in world heritage management;
- ii. to identify, analyse, systematize and disseminate best practices and experiences on the management and conservation of World Heritage;
- iii. to contribute to develop monitoring mechanisms and to define indicators for measuring the state of conservation of the world heritage sites and the effectiveness of management, particularly for complex management situations such as ecosystems and urban landscape inscribed on the World Heritage List or on the Indicative Lists;
- iv. to integrate and systematize data on properties in the Region declared as World Heritage, and facilitate their transfer, thereby contributing to raising awareness leading to an increase in the number of sites in the Region on the World Heritage list;
- v. to promote better understanding of the World Heritage Convention in the Region, as well as a wide variety of issues relating to World Heritage management and conservation;
- vi. to create training tools in the various World Heritage management and conservation fields and at different levels, promoting and organizing training activities and encouraging collaboration with both public and private institutions;
- vii. to facilitate technical cooperation and the provision of specialized technical services on questions of World Heritage in the Region;
- viii. to promote research, the exchange of information, thematic networks and specialized meetings, for the communication and dissemination of the criteria and operational instruments of the World Heritage Convention in the Region.

ARTICLE 7 – THE GOVERNING BOARD

7.1. The Centre shall be guided and supervised by a Governing Board renewed every two years composed of:

- (a) the President of IPHAN or his/her appointed representative as representative of the Brazilian government;
- (b) representatives of Member States, which have sent to the Centre notification for membership and have expressed interest in being represented on the Board;
- (c) a representative of the Director-General of UNESCO

Other participants:

- (d) the President of Instituto Chico Mendes de Conservacion de la Biodiversidad, ICMBio, or his/her appointed representative.
- (e) one from the Ministry of Culture of Brazil;
- (f) one from the Ministry of External Relations of Brazil;
- (g) one from the Brazilian Cooperation Agency, ABC; and
- (h) the Director of the Centre.

7.2. The Governing Board shall:

- (a) approve the long-term and medium-term programmes of the Centre;
- (b) approve the annual work plan of the Centre, including the staffing table;
- (c) examine the annual reports submitted by the director of the Centre, including a biennial self-assessment reports of the Centre's contribution to UNESCO's programme objectives;
- (d) examine the periodic independent audit reports of the financial statements of the Centre and monitor the provision of such accounting records necessary for the preparation of financial statements;
- (e) adopt the rules and regulations and determine the financial, administrative and personnel management procedures for the Centre in accordance with the laws of the country;
- (f) decide on the participation of regional intergovernmental organizations and international organizations in the work of the Centre.

7.3. The Governing Board shall meet in ordinary session at regular intervals, at least once every calendar year; it shall meet in extraordinary session if convened by its Chairperson, either on his/her own initiative or at the request of the Director-General of UNESCO or of one third of its members.

7.4. The Governing Board shall adopt its own rules of procedure. For its first meeting the procedure shall be established by the Government and UNESCO.

ARTICLE 8 – EXECUTIVE COMMITTEE

8.1. In order to ensure the effective running of the Centre, the Governing Board shall establish an Executive Committee, which shall meet at least twice a year, with the following composition and functions.

8.2. The Executive Committee shall be composed of:

- (a) the President of IPHAN or his/her appointed representative, as the representative of the Government of Brazil;
- (b) five representatives from the Participant States which are members of the Governing Board;
- (c) the Director of the centre, who shall enjoy the right to speak but not to vote and will be the secretariat.

8.3. The Executive Committee shall:

- (d) adopt its rules of procedure;
- (e) examine the draft annual work plan and budget, including the staffing table, as well as the draft medium-term and long-term programmes of the Centre and submit recommendations thereon to the Governing Board;
- (f) follow up the implementation of the Centre's activities in accordance with the annual work plan, as well as the medium-term and long-term programmes of the Centre;
- (g) ensure that the necessary activities and actions to implement the annual work plan and budget, as well as the medium-term and long-term programmes of the Centre, are carried out;
- (h) examine candidatures for the post of Director of the Centre and make recommendations thereon to the Governing Body;
- (i) designate those members of the Advisory Committee as defined in Article 9.

ARTICLE 9 – THE ADVISORY COMMITTEE

9.1. The Executive Committee shall have an Advisory Committee composed of:

- (a) the Centre's Director who shall coordinate it;
- (b) a representative from the Advisory Bodies to the World Heritage Committee (ICCRUM, ICOMOS and IUCN);
- (c) three academic experts from the Region, designated by the Executive Committee.

9.2. The Advisory Committee shall assist the Executive Committee in the fulfilment of its mandates, as requested.

ARTICLE 10 – SECRETARIAT

1. The Centre's Secretariat shall consist of a Director and a staff as is necessary for the proper functioning of the Centre.
2. The Director shall be appointed by the Chairperson of the Governing Board upon recommendation of the Executive Committee and in consultation with the Director-General of UNESCO.
3. The other members of the Secretariat may comprise:
 - (a) members of UNESCO's staff who are temporarily seconded and made available to the Centre, as provided for by UNESCO's regulations and by the decisions of its governing bodies;
 - (b) any person appointed by the Director, in accordance with the procedures laid down by the Governing Board;
 - (c) government officials made available to the Centre, as provided by government regulations.

ARTICLE 11 – DUTIES OF THE DIRECTOR OF THE CENTRE

The Director shall discharge the following duties:

- (a) direct the work of the Centre in conformity with the work plan and budget as well as the medium-term and long-term programmes of the Centre established by the Governing Board;
- (b) act as the Secretariat of the Governing Board and propose the draft work plan and budget to be submitted to this Board;
- (c) prepare the provisional agenda for the sessions of the Governing Board and the Executive Committee and submit to them any proposals that he or she may deem useful for administration of the Centre;
- (d) prepare reports on the Centre's activities, to be submitted through the Executive Committee to the Governing Board;
- (e) represent the Centre in law and in all civil acts.

ARTICLE 12 – CONTRIBUTION OF UNESCO

1. UNESCO may provide assistance, as needed, in the form of technical assistance for the programme activities of the Centre, in accordance with the strategic goals and objectives of UNESCO by:
 - (a) providing the assistance of its experts in the specialized fields of the Centre; (and/or)
 - (b) engaging in temporary staff exchanges when appropriate, whereby the staff concerned will remain on the payroll of the dispatching organizations; (and/or)

(c) seconding members of its staff temporarily, as may be decided by the Director-General on an exceptional basis if justified by the implementation of a joint activity/project within a strategic programme priority area.

2. In all the cases listed above, such assistance shall not be undertaken except within the provisions of UNESCO's programme and budget, and UNESCO will provide Member States with accounts relating to the use of its staff and associated costs.

ARTICLE 13 – CONTRIBUTION OF THE GOVERNMENT

1. The Government shall provide all the resources, either financial or in kind, needed for the administration and proper operation of the Centre.

2. The Government undertakes to:

(a) make available facilities for the Centre in the Gustavo Capanema Palace located in Rio de Janeiro, Brazil, for the pursuit of its activities;

(b) entirely assume all costs for the operation and maintenance of the Centre;

(c) finance the organizational costs of the Governing Board meetings as well as of the activities carried out by the Centre in accordance with its annual work plan and budget;

(d) make available to the Centre the technical and administrative staff necessary for the performance of its functions.

ARTICLE 14 – PARTICIPATION

1. The Centre shall encourage the participation of Member States and Associate Members of UNESCO which, by their common interest in the objectives of the Centre, desire to cooperate with the Centre.

2. Member States and Associate Members of UNESCO wishing to participate in the Centre's activities, as provided for under this Agreement, shall send to the Centre notification to this effect. The director shall inform the parties to the agreement and other Member States of the receipt of such notifications.

ARTICLE 15 – RESPONSIBILITY

As the Centre is legally separate from UNESCO, the latter shall not be legally responsible for the acts or omissions of the Centre, and shall also not be subject to any legal process, and/or bear no liabilities of any kind, be they financial or otherwise, with the exception of the provisions expressly laid down in this Agreement.

ARTICLE 16 – EVALUATION

1. UNESCO may, at any time, carry out an evaluation of the activities of the Institute/Centre in order to ascertain:

(a) whether the Centre makes a significant contribution to the UNESCO's strategic programme objectives and expected results aligned with the four-year programmatic period of C/5 document (Programme and Budget), including the two global priorities of the Organization, and related sectorial or programme priorities and themes;

(b) whether the activities effectively pursued by the Centre are in conformity with those set out in this Agreement.

2. UNESCO shall, for the purpose of the review of this Agreement, conduct an evaluation of the contribution of the category 2 Centre to UNESCO strategic programme objectives, to be funded by the host country or Centre.

4. Following the results of an evaluation, each of the contracting parties shall have the option of requesting a revision of its contents or of denouncing the Agreement, as envisaged in Articles 16 and 17.

ARTICLE 17 – USE OF UNESCO'S NAME AND EMBLEM

1. The Centre may mention its affiliation with UNESCO. It may therefore use after its title the mention of "under the auspices of UNESCO".

2. The Centre is authorized to use the UNESCO logo or a version thereof on its letter headed paper and documents including electronic documents and web pages in accordance with the conditions established by governing bodies of UNESCO.

ARTICLE 18 – ENTRY INTO FORCE

This Agreement shall enter into force, following its signature by the contracting parties, when they have informed each other in writing that all the formalities required to that effect by the domestic law of the Federative Republic of Brazil and by UNESCO's internal regulations have been completed. The date of receipt of the last notification shall be deemed to be the date of entry into force of this Agreement.

ARTICLE 19 – DURATION

This Agreement is concluded for a period of six years as from its entry into force. The Agreement shall be renewed upon common agreement between Parties once the Executive Board made its comments based on the results of the renewal assessment provided by the Director-General.

ARTICLE 20 – DENUNCIATION

1. Each of the contracting parties shall be entitled to denounce this Agreement unilaterally.

2. The denunciation shall take effect within thirty days following receipt of the notification sent by one of the contracting parties to the other.

ARTICLE 21 – REVISION

This Agreement may be revised by consent between the Government and UNESCO.

ARTICLE 22 – SETTLEMENT OF DISPUTES

1. Any dispute between UNESCO and the Government concerning the interpretation or application of this Agreement, if not settled by negotiation or any other appropriate method agreed to by the parties, shall be submitted for final decision to an arbitration tribunal composed of three members, one of whom shall be appointed by the Government and representing it, another by the Director-General of UNESCO, and a third, who shall preside over the tribunal, shall be chosen by the first two. If the two arbitrators cannot agree on the choice of a third, the appointment shall be made by the President of the International Court of Justice.

2. The Tribunal's decision shall be final.

IN WITNESS WHEREOF, the undersigned hereby sign this Agreement.

DONE in two copies in English, on

For the United Nations Educational,
Scientific and Cultural Organization

For the Government

Printed on recycled paper

Annexes

Annex 1 – List of Interviewees

Name	Role
César Moreno Triana	Programme Specialist Latin America and the Caribbean Unit World Heritage Centre WHC/LAC
Tim Curtis	Chief of Section Intangible Cultural Heritage Section Division for Cultural Expressions and Heritage Culture Sector
Berta de Sancristobal	Programme Specialist Programme and Evaluation Unit Intangible Cultural Heritage Section Division for Cultural Expressions and Heritage Culture Sector
Patricia Reis de Matos	Culture Sector Coordinator UNESCO Brasil
Fernando Villafuerte	Director Regional Center for the Safeguarding of the Intangible Cultural Heritage in Latin America
Solange Laura Macamo	Head of the Department of Monuments National Direction of Cultural Heritage Ministry of Culture Mozambique
Elena Noboa Jiménez	Director of Knowledge Transfer National Institute of Cultural Heritage Ecuador
Vanessa Fanjul	Former Programme Specialist African World Heritage Fund
Ángel Cabeza Monteiro	Director of Libraries, Archives and Museums Chile
Ramón Gutiérrez	Director of the Centre of Documentation of Latin American Architecture Argentina
Marcelo Brito	International Relations Advisor, Presidency National Institute of Historic and Artistic Heritage Brazil
Rafael Volochen	Division Chief, Presidency National Institute of Historic and Artistic Heritage Brazil
Luiz Philippe Peres Torelly	Director Departament of Articulation and Promotion

	National Institute of Historic and Artistic Heritage Brazil
Luiz Fernando de Almeida	Former President National Institute of Historic and Artistic Heritage Brazil
Jurema Kopke Eis Arnaut	Director Centro Lucio Costa
Altair Vieira Ribeiro	Administrative Specialist Centro Lucio Costa
Nivia de Andrade Lima	Administrative Specialist Centro Lucio Costa
Andrea Vianna Prates	Specialist – Dissemination Strategy Centro Lucio Costa
Helena Mendes dos Santos	Specialist – Capacity Building Strategy Centro Lucio Costa
Leonardo Marques de Mesentier	Specialist – Research Strategy Centro Lucio Costa
Marlene Terezinha Niches Custódio	Specialist – Dissemination Strategy Centro Lucio Costa
Natália Leal da Silva	Specialist – Research Strategy Centro Lucio Costa
Sandra Branco Soares	Specialist – Capacity Building Strategy Centro Lucio Costa
Tatiana Lopes Salciotto	Specialist – Dissemination Strategy Centro Lucio Costa
Til Costa Pestana	Specialist – Capacity Building Strategy Centro Lucio Costa

Annex 2 – Mission Agenda

Place of the meetings: Lucio Costa Centre (LCC) – Rio de Janeiro

11th April 2016

09:00 – 10:00: Arrival to the LCC, visit to its facilities and presentation of the staff

10:00 – 11:00: Presentation of the methodology of the assessment

11:00 – 12:00: Management report of the LCC – Jurema Arnaut

12:00 – 14:00: Lunch

14:00 – 19:00: Management report of the LCC (Administrative and Organizational Structure of the Centre) – Jurema Arnaut

12th April 2016

09:00 – 12:00: Review of the UNESCO strategies, of the agreement between UNESCO and Brazil and of the feasibility study

12:00 – 14:00: Lunch

14:00 – 15:00: Interview with Patrícia Reis –Unesco Brazil

15:00 – 19:00: Review of the Capacity Building Strategy

13th April 2016

09:00 – 12:00: Review of the Research Strategy

12:00 – 14:00: Lunch

14:00 – 15:30: Interview to Luiz Phillippe Torelly – Director of DAF/IPHAN

15:30 – 17:00: Skype Interview to Elena Noboa –Equator

17:00 – 19:00: Review of the Dissemination Strategy

14th April 2016

09:00 – 10:00: Phone Interview to Solange Macamo - Mozambique

10:00 – 11:00: Skype Interview to Vanessa Fanjul - AWHF

11:00 – 13:00: Review of the relationships and fostering networks of the LCC

13:00 – 14:00: Lunch

14:00 – 16:00: Interview to Marcelo Brito – International Relations Advisor IPHAN

16:00 – 17:00: Skype Interview to Berta de San Cristobal and Timothy Curtis – Intangible Cultural Heritage Section (UNESCO)

15th April 2016

09:00 – 12:00: Review of the relationships and fostering networks of the LCC

12:00 – 14:00: Lunch

14:00 – 18:00: Conclusions of the misión

Annex 3 – Terms of Reference

Terms of reference for the evaluation of the Lucio Costa Regional Heritage Management Training Centre UNESCO Category 2 Centre

Background

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

In order to enhance the operation and effectiveness of individual UNESCO category 2 institutes and centres, as well as the effectiveness of their network, a revised Integrated Comprehensive Strategy for institutes and centres under the Auspices of UNESCO, as contained in document 37 C/18 Part I and its annex, was approved by the 37th Session of the General Conference (37 C/Resolution 93). This strategy, among other elements, provides guidelines for renewal assessment procedures of category 2 institutes and centres.

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

After examination by the Executive Board at its 181st session (Decision 181EX/17-Part X), the 35th session of the General Conference, in its 35C/Resolution 54, approved the establishment in Brazil of a regional heritage management training centre as a category 2 centre under the auspices of UNESCO (hereafter, 'the Centre') in order to strengthen the capacity of States Parties to promote and implement the Convention concerning the Protection of the World Cultural and Natural Heritage (1972). The objectives of the Centre are to: (a) contribute to the achievement of the United Nations Millennium Development Goals; (b) build capacity for heritage management in South-American countries and Spanish and Portuguese speaking countries in other regions; (c) act as a centre of reference for education, research, training, networking platform and capacity-building through projects, programmes and courses; (d) develop a body of knowledge in conservation, safeguarding, management, monitoring, applied and theoretical research and education in the field of cultural and natural heritage; (e) contribute to methodological development for the conservation, safeguarding and management of cultural

and natural heritage; (f) promote and facilitate a worldwide network of all concerned educational and research institutions and organizations in order to devise well-informed solutions for the problems facing heritage management; (g) encourage entrepreneurship in an academic setting; (h) share technical expertise with UNESCO, particularly with the World Heritage Centre, and cooperate with the intergovernmental committees of UNESCO in the field of heritage, as well as with other institutions.

In order to achieve the above objectives, the specific functions of the Centre are (a) to create and develop partnership and networks and establish collaborative research programmes to address gaps of knowledge in heritage management; (b) to identify, analyse, systematize and disseminate best practices and experience in the conservation and heritage management; (c) to develop monitoring mechanisms and define indicators for measuring the state of conservation and the effectiveness of management, particularly for complex management situations such as ecosystems and urban landscape; (d) to integrate and systematize data on properties in the Region declared as World Heritage, and facilitate their transfer, thereby contributing to raising awareness leading to an increase in the number of sites in the South-American countries and Spanish and Portuguese speaking countries in other regions on the World Heritage List; (e) to promote better understanding of the World Heritage Convention and the other UNESCO Conventions related to cultural and natural heritage and associated concepts and terms, as well as a wide variety of issues relating to conservation and heritage management; (f) to create training tools in the various heritage management fields and at different levels, promoting and organizing training activities and encouraging collaboration with both public and private institutions; (g) to facilitate technical cooperation and the provision of specialized technical services on questions of heritage; (i) to promote research, the exchange of information, thematic networks and specialized meetings, for the communication and dissemination of the criteria and operational instruments of the World Heritage Convention and the other UNESCO conventions related to heritage.

Subsequent to the approval of the General Conference, an Agreement concerning the establishment of the Centre (hereafter, 'the Agreement') was signed between the Government of Brazil and UNESCO on 26 July 2010 and entered into force immediately (Article 17). UNESCO's assistance under the Agreement is fixed for a period of six years as from its entry into force.

Purpose

The main objectives of this evaluation are to assess the Centre's performance with respect to its objectives and functions, as specified in the agreement between UNESCO and the host Government, and its contribution to UNESCO's strategic programme objectives and sectoral or intersectoral programme priorities and themes. The findings of the evaluation will serve as the basis for the Sector Review Committee's recommendation to the Director-General as to whether the Agreement should be renewed. The Director-General will then provide the results of these evaluations, including the endorsement or rejection to renew the agreement to the Executive Board. The approval of the Executive Board will be required before the Director-General can proceed with the renewal of an agreement between UNESCO and the Government of Brazil.

The results of this evaluation will be shared with the Government of Brazil and the Centre, and presented to the Executive Board, as specified in the Integrated Comprehensive Strategy. They will also be made available on the World Heritage Centre website.

Scope

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

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

In addition to the findings on each topic, the expert(s) shall offer four types of recommendations:

- 1) a general recommendation whether renewal of the Centre's status as a category 2 institute is warranted and would conform to the Integrated

Comprehensive Strategy;

- 2) specific recommendations to the Centre for improving the effectiveness of its operations;
- 3) specific recommendations to UNESCO for improving the effectiveness of its coordination and interaction with the Centre;
- 4) specific recommendations for possible amendments to the Agreement, in the event it is to be renewed.

Methodology

The 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 evaluation report.

Roles and responsibilities

The evaluation will be conducted by a team comprising one or several independent experts. Local travel, materials, secretarial support and office space will be provided by the Centre during the field visit. The evaluator(s) will be responsible for telecommunications and printing of documentation.

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

Background documents

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

- The Executive Board and General Conference documents concerning the establishment of the Centre;
- The existing Agreement between the Government of Brazil and UNESCO concerning the establishment of the Centre, together with its amendment;
- The Medium-term Strategy 2008-2013 (34 C/4), Medium-term Strategy 2014-2021 (37 C/4), Approved programme and budget 2010-

2011 (35 C/5), Approved programme and budget 2012-2013 (36 C/5), Approved programme and budget 2014-2015 (37 C/5) and Approved programme and budget 2016-2017 (38 C/5);

- Relevant decisions adopted by the World Heritage Committee;
- The Action for World Heritage in South America (PAAS) – 2015-2020;
- Relevant correspondence concerning the cooperation between UNESCO and the Centre.

The Centre shall make the following documents available to the evaluation team in English, in electronic or paper form:

- Annual progress reports;
- Financial reports;
- List of staff;
- List of key publications;
- List of donors and project partners;
- Minutes, decisions and working documents of the Governing Board and Executive Committee meetings;
- Report of support provided to or received from Member States;
- Available audit and evaluation reports;
- Account of networking achievements linked with other thematically related category 2 Institutes or centres and UNESCO's programmes.

Draft evaluation report

A draft report will present findings, conclusions and recommendations, with a draft executive summary. The UNESCO Culture Sector, the Government of Brazil 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;
- Recommendations (as described above);
- Annexes (including interview list, data collection instruments, key documents consulted, Terms of Reference).

The language of the report shall be English.

Evaluation team

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

Qualifications:

- At least 7 years of professional experience in research and/or capacity-building in the field of the World Heritage Convention , and knowledge in other Conventions related to cultural and natural heritage
- At least 7 years of professional experience in policy and programme evaluation in the context of international development;
- Fluency in English and Spanish (written and spoken);
- Knowledge of the role and mandate of UNESCO and its programmes.

Schedule

The evaluation shall be completed no later than **30 May 2016**.

The schedule for the evaluation is as follows:

- A desk study of background documents (to be completed prior to the visit to the Centre);
- A mission to visit the Centre (mid-March 2016);
- Submission of the draft evaluation report no later than **15 April 2016**;
- Submission of the final evaluation report no later than **30 May 2016**.

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

Submission of proposals/expression of interest

Interested candidates should submit their applications in English, 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 candidate/candidate 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 **1 March 2016**, midnight (Paris time) to the Conventions Common Services unit, Culture Sector (cultureC2C@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.