Manual for the Elaboration of Safeguarding Plans











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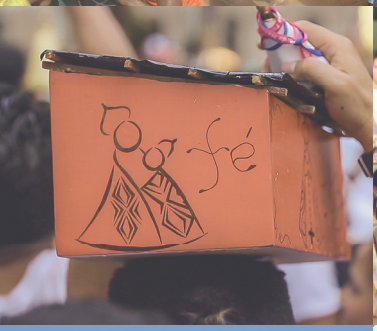






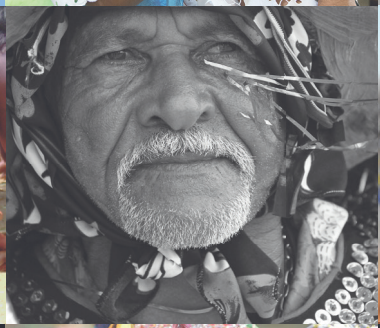





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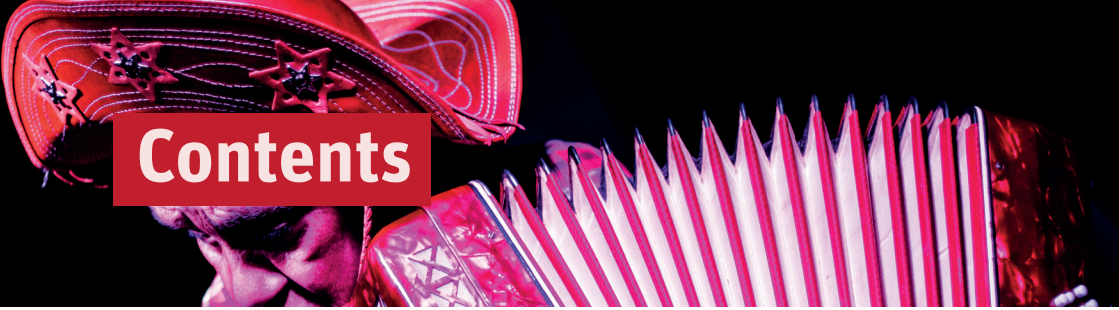

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Introduction to the English edition

Sharing experiences in cultural heritage management

In October 2003, in the 32nd General Conference, held in Paris, The United Nations Educational, Scientific and Cultural Organization (UNESCO) adopted the Convention for the Safeguarding of the Intangible Cultural Heritage, a document ratified by Brazil as a State Party in 2006. The Convention represented a milestone in the safeguarding of intangible cultural heritage on an international level by establishing the guiding principles and fundamental commitments of the State Parties regarding the protection of intangible cultural heritage.

Effectively, the Convention, in its 2nd article, not only introduces a definition of Intangible Cultural Heritage, but also commendably presents the concept of "safeguarding", defined as

> *"measures aimed at ensuring the viability of the intangible cultural heritage, including the identification, documentation, research, preservation, protection, promotion, enhancement, transmission, particularly through formal and non-formal education, as well as the revitalization of the various aspects of such heritage" (Art. 2, §3).*

Concomitantly, the Convention attributed to the State Parties the responsibility of adopting the measures required to guarantee the safeguarding of Intangible Cultural Heritage existing in their territories, developing integrated national policies that promote the participation of communities, groups and relevant nongovernmental organizations (Art. 11). In fact, the Convention reiterates the importance of ensuring the widest possible participation of communities, groups and individuals that create, maintain and transmit such heritage, actively engaging them in their management.

Safeguarding plans have been adopted by the State Parties of the Convention, including in the Latin-American context, as devices that materialize the principles outlined in the Convention. In Brazil, Iphan, through the Department of Intangible Heritage (DPI), has promoted the elaboration of safeguarding plans as instruments of collective planning of actions seeking to safeguard 52 elements that are presently recognized as Intangible Cultural Heritage of Brazil, expressing the institutional commitment to the promotion and sustainability of such heritage, as well as the principle of shared management between the Brazilian state, the bearers of the cultural elements and the institutional partners of different natures.

This Manual for the Elaboration of Safeguarding Plans was produced by the heritage professionals from the General Coordination of Promotion and Sustainability of the Department of Intangible Heritage (CGPS/DPI) in order to guide and support the numerous processes of elaboration of safeguarding plans taking place in all Brazilian territory, as well as to function as a reference material and technical cooperation with other Portuguese speaking countries.

This publication of the Manual for the Elaboration of Safeguarding Plans in English and French contributes to strategic actions that aim to strengthen the promotion and international dissemination of Cultural Heritage by means of Iphan's editorial line of publications. Whilst facilitating the global circulation of materials that have as a guiding principle the shared management and the active participation of bearers, this Manual accounts for the implementation of Articles 18 and 19 of UNESCO's 2003 Convention in regards to the national, subregional and regional programs, projects and activities for safeguarding, as well as the enhancement of cooperation as "the exchange of information and experience, joint initiatives, and the establishment of a mechanism of assistance to States Parties in their efforts to safeguard the intangible cultural heritage" (Art. 19., §1).

In the same way, the publication values the intrinsic relation between safeguarding cultural heritage and environmental and socioeconomic sustainability of communities and their territorialities, in addition to the transversal dimension and function in the preservation and safeguarding of Cultural Heritage in the scope of the Sustainable Development Goals (SDGs – 2030). Thus, this version **in foreign language** adds to the reinforcement of discussions and global efforts for the dissemination of good practices and is part of a Brazilian contribution to the debates and *policymaking* initiatives of the worldwide Policy for Management of Cultural Heritage.

Therefore, we believe that the publication **in English and French** of the Manual for the Elaboration of Safeguarding Plans constitutes a potent resource for the elaboration and execution of actions and safeguarding plans to the States Parties of the UNESCO's 2003 Convention, and to the expansion of the abilities to elaborate shared actions of safeguarding, thus promoting fruitful works of bilateral and multilateral cooperation.

General Coordination of Promotion and Sustainability of the Department of Intangible Heritage (CGPS/DPI)

General Coordination of International Cooperation of the Department of Cooperation and Development (COGECINT/DECOF)



Foreword

The National Institute of Historical and Artistic Heritage (Iphan), a federal agency affiliated with the Ministry of Culture and responsible for preserving Brazilian Cultural Heritage, has as guidelines for intangible heritage the National Intangible Heritage Program (PNPI), established by Decree 3.551/2000, and the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage (CSPCI) (2003).

The Convention for the Safeguarding of the Intangible Cultural Heritage, adopted by the United Nations Educational, Scientific and Cultural Organization (UNESCO), defines as "safeguarding" the measures aimed at ensuring the viability of the intangible cultural heritage, such as the identification, documentation, research, preservation, protection, promotion, enhancement, transmission – essentially through formal and non-formal education – and the revitalization of this heritage in its various aspects.

Safeguarding measures seek to protect and promote cultural elements and are related to the historical and social context in which these practices occur. In this sense, safeguarding plans have been adopted not only in Brazil, but also in the various State Parties of this Convention, as a collective planning instrument that aims to guide and strengthen initiatives for the protection, enhancement, promotion and support of intangible cultural heritage.

In Brazil, the experiences of formulating safeguarding plans for registered elements[1] began in the initial years of implementation of the National Intangible Heritage Program. Based on the evaluation of accumulated experiences on safeguarding measures developed in recent years, Iphan identified the need to present to the technical area of the institution, to the bearers of the registered elements and to other safeguarding agents[2], guidelines on the execution of safeguarding plans[3].

1. In Brazil, the instrument for officially recognizing elements as intangible cultural heritage is called "Registro", which means "Register". A registered element is a cultural element recognized by Iphan as an Intangible Cultural Heritage of Brazil.

2. The term "safeguarding agents" refers to all those who work with the safeguarding of cultural elements, both bearers and partners, whether individual or legal entities.

3. In 2021, through an online form, the Coordination of Support for the Safeguarding of Registered Elements of the Department of Intangible Cultural Heritage carried out a consultation with the heritage professionals of Iphan Superintendencies with the objective of gathering information on experiences with activities or processes regarding the elaboration of safeguarding plans for elements registered as a Cultural Heritage of Brazil. From the answers it was possible to identify that there is little knowledge about the tools that can be used in the processes of making safeguarding plans, difficulty in achieving a broad participation of the bearers during the elaboration of the plan, a lack of partnerships with other institutions and of local level cultural policies (states and municipalities), a lot of time spent from the preparation to the conclusion of the safeguarding plans, which renders the process

Therefore, this Manual for the Elaboration of Safeguarding Plans aims to present guidelines for the elaboration of safeguarding plans for elements registered by Iphan as Cultural Heritage of Brazil. It is expected that this material will be an instrument to subsidize the shared management of intangible heritage[4] and reach the whole of society. As readers will see, this Manual does not propose a single model for preparing a plan, nor an exhaustive list of possible actions to be implemented. We seek to respect modes of organization and decision-making styles established by bearers and other safeguarding agents before official recognition by Iphan.

The Manual is divided in two parts:

PART I – HOW TO MAKE A SAFEGUARDING PLAN – presents the definition of a safeguarding plan, those responsible for its elaboration, the differences and specificities of the safeguarding plans for cultural elements with local, state, regional and national ranges, the stages of elaboration, some participatory tools that can be used, and strategies for publicizing the safeguarding plan and providing feedback to the bearers.

PART II – EXECUTION OF THE SAFEGUARDING PLAN – provides guidance on the organization and periodic monitoring of the execution of actions, as well as on updating the safeguarding plan.

The safeguarding plan is a fundamental instrument for the management of registered elements, which strategically presents the safeguarding initiatives, the objectives of safeguarding the cultural element and the planning of actions to be developed in the short, medium and long-term, in order to promote a broad reach of the safeguarding policy, which must also always be articulated with other public policies.

tiring, besides the great difference between the time spent to make the plan and the time planned for its execution. It was also identified, as a challenging aspect, that the safeguarding plan is usually a parameter for the performance of the Superintendencies, but not necessarily for the actions of the partners. In addition, it was identified that there is some difficulty in carrying out activities for making safeguarding plans in a virtual way.

4. Shared management is a management model carried out jointly by different actors, bodies and institutions with a view to achieving common goals and objectives, based on cooperation strategies and the engagement of different entities in decision-making processes, action planning, problem solving, analysis and evaluation of results.

Having as a guideline the shared management of the intangible heritage, the safeguarding plan must be prepared by bearers, Iphan's heritage professionals and the various partners involved in safeguarding each of the registered elements, such as public managers from other federal, state and municipal institutions, researchers, non-governmental organizations, private institutions, among others.

It is important to align the bearers' expectations regarding the recognition with the guidelines of the safeguarding policy and there should be a prior involvement of the partners during the recognition, entailing a greater commitment in the future execution of safeguarding actions. Therefore, it is essential that a significant part of the agents (bearers, partners, researchers, heritage professionals from Iphan's State Superintendencies, among others) involved in carrying out the registration process are aware and committed to a continuous shared management of the safeguarding process[5] and remain mobilized around carrying out actions after the element's recognition. Even though many of these agents have a specific role and may not continue to be involved in safeguarding the cultural element after its registration, we consider that the sooner the issue is addressed the sooner expectations regarding the process of safeguarding the cultural element after recognition will be discussed and aligned.

The safeguarding policy for the Intangible Cultural Heritage implemented by Iphan is inclusive, acting in favor of the collective of bearers; thus, as a rule, actions to promote a specific group or segment will not be supported in an isolated and non-consensual way among the mobilized agents. The same applies to actions to edit or publish audiovisual or bibliographic works of an authorial nature and events that charge tickets or that make public participation in the planned activities conditional to any form of payment.

5. "Safeguarding process is understood as the socio-political scenario formed by bearers, Iphan and partners for reflection on the contexts in which cultural elements are inserted with the aim of proposing and carrying out safeguarding actions for their promotion and support for cultural sustainability" (Iphan. Saberes, Fazeres, Gingas e Celebrações: ações para a salvaguarda de bens registrados como Patrimônio Cultural do Brasil (2002-2018). Brasília: Iphan, 2018, p. 21).

It is Iphan's commitment to promote safeguarding measures aimed at inter-institutional articulation for the safeguarding of intangible heritage, the broad dissemination of registered elements and the promotion of these cultural practices, always seeking to serve the different segments of bearers involved in safeguarding. As the identification process that took place during the registration of the cultural element seldom covers the entire universe of bearers, groups and/or spaces where the cultural element occurs, new agents may at any time be incorporated into the safeguarding actions after registration. In fact, it is highly recommended that all those bearers who wish to participate are involved in the collective construction of safeguarding processes.

Part I – how to make a safeguarding plan



Picture:Cavalo Marinho, Glauco Machado



1. What is a safeguarding plan?

A safeguarding plan is a shared management instrument. It embodies a social agreement built between agents whose common objective is to make safeguarding measures feasible with the aim of achieving the sustainability of the registered cultural element, the main goal of the Brazilian national safeguarding policy.

Cultural sustainability is understood as the situation in which the registered heritage has adequate socioeconomic, political and environmental conditions and is devoid of direct threats to its production, reproduction and transmission. It is, therefore, a fundamental activity for the establishment of the safeguarding process after registration.

Through the process of making a safeguarding plan, the aim is to reconcile differences and seek consensus around the safeguarding after the recognition of the element as a Cultural Heritage of Brazil. It is a plan composed of short, medium and long-term actions, established between Iphan, bearers and other partners involved and committed to the process of safeguarding the cultural element. It is through the safeguarding plan that the actions are strategically planned, with their respective execution forecasts, aiming at achieving the objectives agreed upon for the safeguarding process.

In this way, it is understood that the safeguarding plan is the main instrument for managing the safeguarding of registered cultural heritage and, as such, it must reflect, in its content and in its elaboration process, the participatory, inclusive and representative character of the heritage policy.

In fact, the principle of shared management that guides the safeguarding policy aims to ensure and expand the democratic participation of bearers of cultural elements in the planning and the execution of policies for the preservation of their heritage. The participation of bearers in the safeguarding

process must follow an inclusive perspective, with permanent expansion of the policy's reach within the community of bearers, but always attentive to their local forms of organization, to the principles of voluntary adherence to public policy and of accessibility, and respect for differences in culture, ethnicity, religion, sexual orientation, gender, freedom of expression, etc. At the same time, the implementation of the safeguarding of registered heritage must also consider the representativeness of the different segments of bearers that make up the universe of cultural practice, which must be adequately contemplated in the discussions regarding the directions of the safeguarding process and in the elaboration of the plan.

Therefore, it is understood that safeguarding plans are the result of a collective, participatory, inclusive and representative elaboration, which not only facilitates the integration of safeguarding initiatives, but also promotes an expansion of social appropriation of the meanings and the importance of the elements recognized as Cultural Heritage. Its collaborative formulation process favors a broader social commitment to the protection of these intangible cultural elements, and the guarantee of their existence for future generations.

2. Who prepares the safeguarding plan?

The elaboration of safeguarding plans for registered cultural elements is an institutional commitment of Iphan. Therefore, Iphan is the main responsible for conducting the process of making safeguarding plans.

As a shared management instrument for safeguarding registered cultural elements, the process of making the plan must be carried out by the bearers, along with Iphan's heritage professionals and the various partners involved and committed to the safeguarding of the element, such as public managers from

other federal, state and municipal institutions, researchers, non-governmental organizations, and private institutions, among others.

3. Local, state, regional and national safeguarding plans

Each registered cultural element is practiced and reproduced in specific territories. The preliminary identification of these territories takes place in the research phase required for registration, which ultimately determines the so-called range of the cultural heritage. When registered as Cultural Heritage of Brazil, cultural elements of an intangible nature can have four possible levels of range: local, state, regional or national.

The range of the cultural heritage also has an impact on the planning and execution of safeguarding actions. It is understood that the safeguarding plan must take into consideration the territorial aspects of the cultural heritage, reflecting the characteristics of its range throughout the planning of actions. Likewise, safeguarding plans may be local, state, regional or national in its range.

In the case of local and state cultural heritage – for example, the *Festa do Divino Espírito Santo de Pirenópolis* and *Tambor de Crioula do Maranhão*, respectively – the relationship between the heritage's range and its safeguarding plan is simpler and more direct. Since the territoriality of the cultural elements is limited to only one Federative Unit, the bearers and other agents will be mobilized for the preparation of the safeguarding plan based on the efforts concentrated by the Superintendence of Iphan in that state. That way, we will have a single safeguarding plan, local or state, for these types of elements.

In turn, registered cultural elements with regional or national coverage – such as *Ciranda do Nordeste* and *Matrizes Tradicionais do Forró*, respectively – are present in more than one Federative Unit. However, for these elements as well, the general principle is that there should be a single safeguarding plan, regional or national, and not a safeguarding plan for each of the states in which the cultural element occurs. In these cases, the consolidation of the safeguarding plan will be carried out by the General Coordination of Promotion and Sustainability within the Intangible Heritage Department of Iphan. This does not mean that the process will be less participatory. The axes, objectives and safeguarding actions to be included in the regional and state safeguarding plans will all be drawn up based on collective construction with the bearers in each of the locations where the element occurs and where it is mobilized for safeguarding. The idea is just to centralize efforts in order to achieve greater organization and speed in completing the plan, so that actions can start more quickly.

In this way, as a rule, each cultural element will have only one safeguarding plan in all its range, whether it is local, state, regional or national.

Cultural elements with regional or national range, whose bearers have already organized themselves since the registration of their elements in the sense of elaborating a state plan for each Federative Unit where the cultural manifestation occurs, will not need to change their way of planning. Many elements with national or regional range already have safeguarding plans prepared, or in

the final stages of elaboration, in certain states, and it is considered that these elaboration processes, as well as the forms of organization of the bearers that generated them, are perfectly legitimate. It is not intended, from now on, to disregard the local forms of organization of the bearers, nor the state safeguarding plans resulting from them.

4. How to make a safeguarding plan?

It is already known that a safeguarding plan is a safeguarding management tool for registered elements, presenting a programmed plan of actions to be performed after registration, and should be prepared based on the premise of shared management. However, there is no single way, a precise recipe or a predetermined path to develop a safeguarding plan. Its elaboration process depends, to a large extent, on the specific context of each registered element, on the reality of its bearers and on the particularities of its registration process.

Nevertheless, we can present some common factors that permeate the construction of a safeguarding plan, related to the stages of its elaboration process and the use of strategies and tools for collective participation. Therefore, we present, below, some recommendations related to these factors.

4.1. Elaboration stages

4.1.1. Mobilization

Social participation is a constituent and fundamental factor of the intangible heritage safeguarding policy as a whole and, therefore, it is essential for the preparation of safeguarding plans. The process of mobilizing bearers to safeguard their elements begins during the process of registering the heritage. The Safeguarding Recommendations, which are present in the Registration Dossier, are prepared through a dialogical and broadly participatory process, based on the reality of each cultural element and its bearers.

After the element's registration as a Cultural Heritage of Brazil, it is up to Iphan, through its State Superintendencies, to consolidate and, as far as possible, expand the mobilization work of the community of bearers in the locations covered by the scope of the registration, establishing dialogue channels of the bearers with Iphan to safeguard the element, directing them to prepare a safeguarding plan and to plan actions. In this way, mobilization is understood as a continuous and permanent process of safeguarding registered elements.

Expected result: to keep the dialogue between bearers and Iphan established and active; agents mobilized to work together to safeguard the cultural element.

4.1.2. Work team

The work team for preparing the safeguarding plan is a temporary one and is made up of all the people participating in the process, Iphan's heritage professionals, bearers and partners, even if not all of them can be present at all stages of the plan's elaboration. This team, which will be responsible for preparing the safeguarding plan, should not be confused with a deliberative collective[6] and will be constituted fluidly based on the dialogue already established between Iphan, bearers and potential partner institutions already identified. The team's work should start with agents who are already mobilized and engaged at the beginning

6. Deliberative collectives are regarded as official channels of dialogue between Iphan, bearers and partners for the safeguarding of the registered elements, in a formal nature, and can be presented in various formats, such as a Management Committee, a working group, a forum, a Council of Masters, and so on. The work team, on the other hand, is made up of professionals from Iphan, partners and bearers, regardless of their organization procedures and without the need to formalize their formation, since that team is temporary and will work only during the elaboration of the safeguarding plan.

of the post-registration safeguarding process and, throughout the plan's formulation, other agents can join the team.

It should be noted that there is no ideal minimum or maximum number of agents for the creation of the safeguarding plan to start. The important thing is to always start from the existing mobilization, understanding that this can vary according to the context of each registered element and that, at any time, new agents can always be included in the work team.

Expected result: To have bearers and partners actively participating in the formulation of the safeguarding plan.

4.1.3. Planning

Once the process of making the safeguarding plan has started, it is necessary to organize the work team's activities effectively. To this end, it is recommended to establish a schedule and a work plan, defining the planned activities and their deadlines, in addition to the format, number and frequency of meetings necessary to make the safeguarding plan. Eventually, aiming at a better functioning of the activities, it will also be necessary to establish a division of tasks between the members of the work team and even a budget planning which takes into account the space, the displacements and the materials necessary to carry out the meetings, whether they are face-to-face or virtual, depending on each context.

The important thing, at this stage, is to try to prevent the elaboration process from starting in a disorderly and abrupt way, without a forecast of completion. That way, it is recommended that, before starting the collective construction of the safeguarding plan itself, a previous planning stage is carried out, which takes into account the specific characteristics of the cultural heritage and its community of bearers and the availability of human and budgetary resources, in order to guarantee the achievement of a more consistent final result, that is, a well-designed safeguarding plan that corresponds to what

was discussed and planned collectively, ensuring the legitimacy of the safeguarding process.

Expected result: Planning elaborated by the work team; a schedule of steps for elaborating the safeguarding plan defined.

4.1.4. Diagnosis of public policies, initiatives, potential partners and safeguarding actions carried out

With the planning elaborated, the first step is to carry out a diagnosis of public policies and initiatives of public or private institutions that are related to the universe of the cultural element. This diagnosis is important, because the safeguarding policy, in order to be fully implemented, depends on the actions of other bodies at the federal, state and municipal levels, as guided by the principle of shared management.

The first source of research can be the Registration Dossier itself, which, in many instances, presents which are the partner institutions that in some way supported the cultural element and its bearers before registration, through actions of dissemination, promotion and cultural production and reproduction.

The second strategy for this survey to be carried out consists of dialoguing with the already mobilized bearers themselves who, often, in their own cultural activities, already have information and contacts of potential partners.

The third strategy consists of researching sources other than the Registration Dossier, such as the websites of state or municipal government departments, cultural support foundations and websites of private institutions which could potentially be related to the cultural heritage.

Finally, another strategy consists of directly contacting institutions (public and private) that would have the potential to carry out an initiative related to the cultural element and its bearers to make a brief consultation about the existence of initiatives.

In the same sense, a survey on the safeguarding actions that have already been carried out before the registration and preparation of the safeguarding plan should also be made. The objective is to understand how the bearers themselves, with or without the help of partners, have already acted or are currently acting to promote the safeguarding of the cultural element. From this, it is expected to identify potentialities and, consequently, identify possible fronts of action or, even, actions that were not successful, in order to avoid any repetition of errors and misunderstandings throughout the post-registration safeguarding process. In addition, this survey will serve to write a brief history of actions taken in the past, to be included in the safeguarding plan.

Expected result: an identification of public policies, initiatives and potential partners and safeguarding actions carried out.

4.1.5. Diagnosis of the current context of the cultural element

Understanding the current context of the cultural element is essential to outline the objectives and plan the actions that will be included in the safeguarding plan. The first strategy for this is to identify the Safeguarding Recommendations presented in the Registration Dossier. However, considering that the information presented in the Dossier is not always up-to-date, complete and may not correspond to the present scenario, it is necessary to go further and build a more accurate and current diagnosis. In the same sense as the diagnosis of policies, initiatives and safeguarding actions carried out, the diagnosis of the current context of the cultural

element aims to identify potentialities and, therefore, possible fronts of action or, even, weaknesses or threats that affect the cultural sustainability of the registered heritage. Furthermore, this diagnosis justifies the choices and decisions to be made in the stages of building objectives and planning actions for the safeguarding plan.

The context must be understood in a very broad way, in its socio-political, normative, environmental and economic dimensions, etc. An analysis of all these dimensions will contribute to the identification of important perceptions about the process of safeguarding the cultural element and to the construction of the objectives and planning of the actions of the safeguarding plan. It is suggested that this analysis is carried out in dialogue with the greatest possible number and diversity of segments of bearers. This can occur during one or more meetings, estimated by the work team in the planning previously organized at the beginning of the safeguarding plan elaboration process, as described above. Some questions can guide the construction of this dialogue to carry out the diagnosis of the current context of the cultural element, such as:

- Is the cultural element known by the people in its coverage area?

- Do the various segments of cultural element bearers and other people in its coverage area know that the element is registered as a Cultural Heritage of Brazil by Iphan?

- Do the bearers of the cultural element have the support of the community in its coverage area in the exercise of their cultural practice?

- Are the cultural element and its bearers respected by society in the exercise of their cultural practice?

- Are there current legal norms (sanitary, environmental, educational, land-based, etc.) in place that positively or negatively affect the cultural element and its bearers?

- Is there any limitation or favorable situation regarding the access to raw materials and means of production related to the cultural element?

- Is there any weakness in relation to the transmission of knowledge associated with the cultural element?

- What potential already exists and can be strengthened with the work of Iphan and partners?

- Are there products or services associated with the practice of the cultural element? If so, what are the potentialities and possible difficulties regarding the commercialization of products and services resulting from the cultural element?

- Do the bearers identify any situation or challenges that put the continuity of the cultural element at risk?

- Is there any government policy or program that affects, positively or negatively, the cultural element?

- Do the bearers and/or partners see possibilities for improving life and local development associated with the preservation of cultural practices?

From the discussion guided by these and other questions, it is expected to outline the axes, objectives and actions of the safeguarding plan.

Expected result: identification of the potentialities and problem-situations which are present in the context of the cultural element.

4.1.6. Construction of the axes, objectives and actions of the safeguarding plan

With the identification of public policies, initiatives, potential partners and safeguarding actions carried out and the identification of the potentialities and problems present in the context of the cultural element, the work team will be able to establish the axes, objectives and actions of the safeguarding plan. This stage requires a lot of organization and must take place during a number of meetings, determined by the work team in the planning previously organized at the beginning of the process of elaboration of the safeguarding plan.

The first step, before planning the axes, objectives and actions of the plan, is to establish a forecast for the conclusion of its execution, for later update, as will be discussed in this Manual. It is important that the period established for the execution of the safeguarding plan is neither too short nor too long. Considering that the making of the plan is a laborious process and that presupposes a programmatic planning of subsequent short, medium and long-term actions, it would not make much sense that its expiration date was of only two years, for example. On the other hand, a safeguarding plan that lasts more than ten years, or without a determined period for its execution, is also not ideal, considering that the context of the cultural element may undergo some important changes during this time, demanding, therefore, an update before it becomes obsolete or it becomes necessary to develop, very frequently, emergency actions that are outside the plan. It should also be taken into account that every ten years after registration, a reassessment process is initiated for each registered cultural element, aiming at revalidating its title as Cultural Heritage of Brazil[7]. In addition, one should not lose sight of the ongoing actions that will be carried out periodically within the period foreseen for the conclusion of the execution of the plan.

7. For more information on the revalidation process, check Iphan's Ordinance nº 200/2016.

Establishing the prediction of this safeguarding plan execution period from the beginning of the process is essential so that one can think more concretely about the objectives that one wants to achieve and the actions that may be feasible in this period of time. During the process of preparing the plan, this initial execution period can be revised by the work team, if necessary.

The axis is a thematic set that structures the safeguarding plan, guides the action fronts of the safeguarding process and organizes the objectives and actions to be planned. The axis is the result of the diagnosis of the current context of the cultural element, through which potentialities and problems present in the context of the cultural element are identified. Such a diagnosis allows for the establishment of major themes that will constitute the lines of action of the safeguarding, such as cultural diffusion, education, transmission of knowledge, market expansion, environmental sustainability, etc. The work team can elaborate the axes that best suit the reality of the cultural element and the needs of its safeguarding.

Original example: *The safeguarding plan of the Tambor de Crioula do Maranhão[8], published in 2014, was structured around the following axes: Preservation of the ways of making a Tambor de Crioula; Training of those who make the Tambor de Crioula; Socialization and enhancement of knowledge; Material record of the Tambor de Crioula form of expression.*

The objective is what is intended to be achieved in a given safeguarding context, aiming at cultural sustainability, which is the main objective of the safeguarding policy. Cultural sustainability is understood as the situation in which the registered element has adequate socio-political and environmental conditions and is devoid of direct threats to its production, reproduction and transmission.

8. Available at: http://portal.iphan.gov.br/uploads/publicacao/ma_ps_tambor_de_crioula.pdf.

Thus, the objectives of the safeguarding plan must be outlined based on the following question: What needs to be done and what can we do to achieve the cultural sustainability of the element? Achieving cultural sustainability depends both on the development of actions aimed at solving situations of weakness and vulnerability of the cultural element and its bearers, and on actions that enhance the cultural element, which, in many cases, are already spontaneously developed by the bearers, with or without help from partners. Therefore, it is not just a question of listing "demands" or solving "problems", but also of taking advantage of favorable situations and opportunities, which contribute in some way to the maintenance of the cultural practice.

TIP: *it is suggested that the objectives are written in the infinitive, a verbal form that conveys the idea of an action. Examples: Expand; Support; Do; Build; Create; Develop; Produce; Promote.*

It is very important that the objectives of the safeguarding plan express the current reality of each registered element and therefore, despite the examples that will be presented, the objectives of each plan and the way of writing them will always be unique.

Original example: *The bearers of the Sistema Agrícola Tradicional do Rio Negro (Traditional Agricultural System of Rio Negro), during a meeting to prepare the safeguarding plan, held in 2019, in the city of Manaus, chose to build objectives based on their own logic, presenting internal objectives (aimed exclusively at indigenous bearers) and external objectives (facing wider society and partners).*

The safeguarding action consists of the concrete activity that needs to be done to achieve the objective. Having established the axes and objectives for the safeguarding plan, it is time to plan the actions, present their justifications, establish those responsible for their execution and the

deadlines, to foresee the necessary resources (human and/or budget), in addition to establishing the order of priority for the execution of the entire safeguarding plan. In fact, one must be attentive to the viability of the actions. When defining what will be done, it is important to keep the following questions in mind: How? With what resources? Who? How long or when?

It is essential that potential partners are present at this stage of action planning. For this, the work team must organize itself in advance so that the invitations reach the different institutions in time. Bearing in mind that some potential partners may have already been identified at the stage of diagnosing public policies, initiatives and safeguarding actions carried out, while other potential partners may emerge as actions are planned. With the potential partners present, it is possible to agree if and how each one could actually contribute to the execution of the action, whether budgetary or not. In some cases, the partners will work together with the bearers and Iphan, or only with the bearers, or even with Iphan alone.



TIP: *it is suggested that actions are written beginning with nouns, which somehow manage to express what the object of the action is. Example: Meeting cycle; Workshop; Exchanges; Fairs; Articulation.*

It is worth mentioning that it is possible to justify the planning of actions that are outside Iphan's competence; after all, the safeguarding policy needs to rely on the action of other agencies at the federal, state and municipal levels, according to the principle of shared management. The important thing is that these actions appear in the safeguarding plan only after prior articulation with the responsible body or institution. If this articulation has not yet been made during the preparation of the safeguarding plan, one of the execution phases of the action must be planned with a view to establishing a partnership with a certain body or institution.

ATTENTION: *not everything is money! Resources are not limited only to the financial budget, but can also be expressed in materials, physical spaces, knowledge and the sum of human efforts*[9].

Let's see some examples:

- If during the diagnoses it was identified that the cultural element is little known in its area of range and by society at large, one of the axes of the safeguarding plan can be **"Cultural dissemination**", one of the objectives of this axis can be **"Promote educational campaigns about the cultural element for different audiences"** and one of the actions planned to achieve this objective could be **"Articulation for educational campaign on television and radio"** or, even, **"Campaign for dissemination on social networks".**

- If, during the diagnoses, it was identified that young people from the community of bearers are losing interest in their cultural practices, which could jeopardize the cultural sustainability of the registered element, one of the axes of the safeguarding plan could be **"Transmission of knowledge"**, one of the objectives of this axis could be **"Mobilize young people from the communities of bearers for greater involvement with the cultural element"** and one of the actions planned to achieve this objective could be **"Audiovisual production workshop to record memories of masters and practices associated with the cultural element**".

REMEMBER: *it is fundamental for us not to look only at the vulnerabilities and weaknesses of the context of the cultural element, but also at the favorable potentialities and opportunities!*

9. *Guías para el conocimiento y la gestión del PCI. Módulo IIA: Cómo elaborar un plan especial de salvaguarda* (2017), elaborated by the Ministry of Culture of Colombia.

- If during the diagnoses it was identified that the bearers spontaneously develop exchanges between practitioners from different neighborhoods, municipalities or states, which generates important exchanges of knowledge and political articulation, one of the axes of the safeguarding plan can be **"Transmission of knowledge"**, one of the objectives of this axis can be **"Promote exchanges between bearers"** and one of the actions planned to achieve this objective can be **"Meetings for the integration and exchange of knowledge between bearers from different groups and different states".**

- If during the diagnoses it was identified that there is a need to expand the commercialization of products associated with the cultural element and that the Department of Culture of a municipality or state holds fairs of handicrafts and cultural products regularly, one of the axes of the safeguarding plan can be **"Market Expansion"**, one of the objectives of this axis can be **"Participate periodically in fairs"** and one of the actions can be **"Articulation for the participation of bearers in fairs of handicrafts and cultural products of the Department of Culture to expand the sale of products associated with the registered element"** or even **"Production of promotional material for products associated with the cultural element"**.



ATTENTION: *during the planning of safeguarding actions, the work team should focus on the actions that are feasible and, if they are actions that depend on a partner, that this partnership is already established at the time of preparing the safeguarding plan. However, it is important to be aware that while carrying out some actions, the need to contact partners who had not been contacted during the making of the safeguarding plan may arise. Therefore, even if a partnership is not established during the construction of the plan, it can be planned later when the action is carried out.*

It is important to highlight that an axis can have several objectives and different actions can be planned for each objective. After completing the construction of the axes, objectives and actions of the safeguarding plan, it is expected that it will be possible to visualize the outline of the safeguarding plan approximately like this:

AXES	OBJECTIVES
Axis x	Objective I
Axis y	Objective I
	Objective II
Axis z	Objective I

ACTIONS

Action 1	Justification: Responsible (who executes: bearers, Iphan and/or partners): Period of execution: Resources:
Action 2	Justification: Responsible (who executes: bearers, Iphan and/or partners): Period of execution: Resources:
Action 1	Justification: Responsible (who executes: bearers, Iphan and/or partners): Period of execution: Resources:
Action 1	Justification: Responsible (who executes: bearers, Iphan and/or partners): Period of execution: Resources:
Action 1	Justification: Responsible (who executes: bearers, Iphan and/or partners): Period of execution: Resources:

And so on…

Finally, the work team should discuss the execution priority of each action to make the final alignment on the respective implementation periods, as well as to consolidate the previously foreseen execution period of the plan, considering everything that was planned.

> **Original example:** *the safeguarding plan for the Teatro de Bonecos Popular do Nordeste in the Federal District[10], published in 2020, is an exemplary plan for presenting safeguarding actions organized by axes and objectives, with the respective justifications, execution strategies, responsible parties and periodicity. Right after the introduction, principles and guidelines are presented, which structure the entire safeguarding plan and, at the end, there is also a Schedule of Continuous and Periodic Actions and a Schedule of Medium and Long-Term Actions.*

Expected result: to have axes, objectives and actions planned.

4.2. Participatory tools

Throughout the various stages of elaboration of the safeguarding plan, in order to achieve a democratic and collective process, in accordance with the principle of shared safeguarding management, the use of participatory tools is recommended. The use of participatory tools enables the effective participation of the various agents involved in the construction of public policies.

The participatory tools aim to guarantee everyone's right to express themselves and encourage the exchange of ideas in an organized and systematic way, valuing and registering different positions, facilitating the construction of consensus and, at the same time, generating records of the decision-making processes. There is a wide range of participatory tools that can be used by the work team, according to what best suits the needs of the group and the specificities of the cultural element in question.

10. Available at: http://portal.iphan.gov.br/uploads/publicacao/plano_de_salvaguarda_do_teatro_de_bonecos_no_df_web.pdf

In general, the choice of each technique or tool will depend on the characteristics and the size of the group involved, of the infrastructure, equipment and materials available, the number and experience of the facilitators, the time available, whether the activities will take place in a face-to-face, virtual or hybrid environment. Participatory processes can have different formats such as executive meetings, technical meetings, planning workshops, technical seminars, community meetings, organizational meetings, conferences or congresses.

During the conduction of participatory activities in the stages of elaboration of the safeguarding plan, in particular, in the stage of preparing the diagnosis of the cultural element and the construction of the axes, objectives and actions of the plan, it is very important that Iphan's experts have an understanding of the objectives of each meeting and present the expected dynamics for the entire work team, that is, the purpose and time available for each activity, the expected result at the end of the meeting, as well as the purposes of the following meetings. That way, the work team will be aligned during that step of preparing the safeguarding plan. If possible, this information about the expected dynamics of each meeting can be displayed in the environment so that it is visible to all participants.

It is advisable that this type of activity is carried out by more than one person due to the importance of being fully attentive while conducting dialogues and, at the same time, having the necessary support for organizing and preparing the sequential activities of the participatory process. When planning the activity, facilitation tasks can be distributed (registration of debates, mediation of dialogue, organization of the physical space, etc.) among the entire work team (Iphan's heritage professionals, bearers and partners); this also favors engagement and co-responsibility for the process and for decision-making.

One interesting aspect of participatory tools is that, in general, they can generate some kind of visual representation of what was discussed, such as a timeline, problem tree, chart, etc. The visual representations of the contents of the debates make it possible for the participants to see their contribution in the process and, concomitantly, to have a record that indicates how the process of construction of the proposals took place and the results achieved. In general, these visual representations should be simple and synthetic. For this, it is important that the facilitator, throughout the process, analyzes with the group the answers given in the proposed activities, organizing different ideas, joining similar or equal ideas and incorporating one or another complementary idea.

It is necessary to organize, summarize and record what is being discussed, so that the group can visualize it well. In team work, it is very important to keep visually accessible to everyone the record of what is discussed and built collectively. In addition, from time to time, it is important to remember and review this recorded information with the group. This can be done orally or with the help of a panel, board or flip chart.



Picture: Natália Brayner, Fandango Caiçara - 2019

An excellent resource for graphic facilitation that can be used in the stages of preparing the safeguarding plan are the tags, which have already been successfully applied in the construction of some existing safeguarding plans. Several participatory tools allow for the use of paper tags as a way of organizing ideas, which can be carried out in the large group of the work team, or in small groups in order to better focus on the issues to be worked on. Its use allows a better visualization of the issues discussed, facilitating its apprehension by the group and favoring the articulation of ideas, decision-making and the production of consensus, proving to be very suitable for elaborating axes, objectives and actions of the safeguarding plan.



Picture: image bank.



Picture: image bank.

This, however, is just one of the possible graphic facilitation instruments. The team responsible for the elaboration of the safeguarding plan may choose to use other techniques and tools with which it is already familiar or which prove to be more suitable for the team's objectives. It is essential that the work team has confidence in the chosen participatory tools and that using these tools makes sense for them. The expected result with the use of each of the tools will only be achieved if the people involved make sense of it, which is why it is so important to choose the tool that best suits the

context and conditions of each work team (Iphan's heritage professionals, bearers and partners) and each cultural element. Below are some examples of participatory tools that can be used in the different stages of preparing the safeguarding plan[11].

Group Activity "Similarities and Differences"

In general, group activities are used to "break the ice" and integrate people, being a great tool to stimulate the engagement of participants in the proposed activities. The activity "Similarities and Differences", in particular, aims to provide a better rapport between participants and encourage empathy. It is a great option for meetings where the work team participants will meet and get to know each other for the first time, as an alternative to those standard presentation rounds where each participant speaks just their name, their place of residence or other basic information, which does not necessarily contribute to the central theme of the meeting.

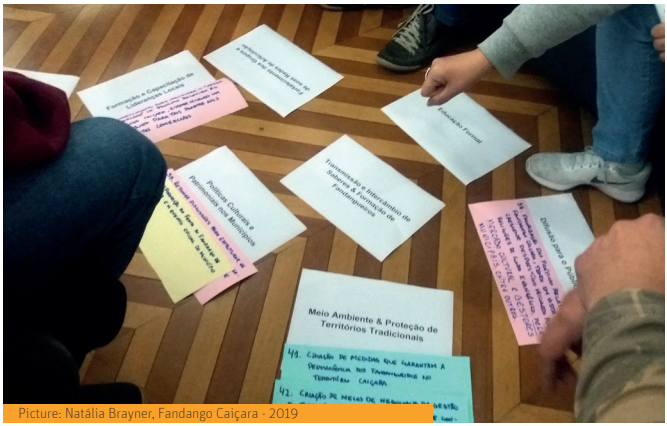
An interesting aspect of this group activity is that it does not require any type of material or resource. In addition, its duration time is not long, and can vary from 10 to 15 minutes. It is recommended that this activity is carried out with a group of 5 to 8 people. Therefore, if the number of participants exceeds this amount, it is suggested to divide them into more than one group to carry out the activity.

The facilitators of the activity should divide the participants into teams (as mentioned above, if the group is small, this division is not necessary). Then, they should instruct the group or groups to find, in 10 minutes, one thing that they all have in common and one characteristic that each one has that no one else has. Usually, people have difficulty starting the exercise, mainly because this is often the first exercise of the meeting, so giving examples helps a lot.

11. The participatory tools mentioned here are adaptations of what is available in the Government Toolkit, produced by the Federal Court of Auditors (TCU) (Available at: https://portal.tcu.gov.br/inovaTCU/toolkitTellus/index.html#teste). Other tools presented in this kit can be consulted and adapted by the work team according to the planning for the preparation of the safeguarding plan, looking for the most appropriate tool in the context of the cultural element. In this Manual, we list some of them, with the necessary adaptations to the universe of safeguarding registered elements.

Nothing too obvious should be used in the context of the group. For example, if it is a group of *capoeira* practitioners, the common attribute cannot be playing *capoeira*. When the team(s) is(are) ready, the characteristics will be shared with all participants. Each one tells his/her unique characteristic and the last of the team tells his/her unique characteristic and what is common to all.

In the end, it is important that the facilitators explain that people are all different, but also have a lot in common, and that, to really understand the needs of each one, it is necessary to get to know them and put yourself in their shoes; in other words, it requires empathy.



Picture: Natália Brayner, Fandango Caiçara - 2019

Group Activity "Dictionary"

The group activity “Dictionary” aims to stimulate the curiosity and creativity of the participants. Just like the “Similarities and Differences” activity, “Dictionary” is a tool suited to be used in the conduction of the first meetings to make the safeguarding plan and which, in particular, can be used to introduce the process of preparing the plan, when Iphan’s experts present the safeguarding policy, its objectives and competences, explain what a plan is and what the stages of its elaboration are.

Carrying out this activity can take about 45 minutes and prior organization is required, which basically consists of acquiring sheets of paper, cardboard, pencils and pens. It is recommended to carry out this activity with a group of 4 to 8 people. Thus, if the number of participants exceeds this amount, it is suggested to divide them into more than one group to carry out the dynamic.

Previously, the facilitators of the activity, in about 15 minutes, should choose words or expressions related to the safeguarding policy and the safeguarding plan elaboration process, such as “shared management”, “mobilization”, “partners”, “safeguarding plan”, “safeguarding action” etc. It is interesting that the facilitators also choose words or expressions that have a specific connection to the cultural element in question, such as something that recalls an action taken or an important topic related to the universe of the registered element. Proper word choice is essential to the success of the exercise. The words should not too specific in order to allow for creative and easy-to-understand representations and designs. Each of these words and expressions must be written on a piece of paper. Then, the facilitators should divide the participants into teams (as mentioned above, if the group is small, this is not necessary).

Each group should be given a paper with the word or expression, sheets of paper, cardboard, pencils and pens, so that they can somehow represent the meaning of what is written on the paper they received. The groups have 15 minutes to discuss the topic and try to represent the word or expression, without actually writing it down. During this time, it is important that the facilitators advise how much time is left and, if necessary, it is possible to give the groups a few more minutes. When this time is up, each group should present what they managed to draw to the participants, so that someone from the other groups could guess the word or expression that inspired the drawing. In case no one guesses, a representative of the group itself must inform them what the word or expression they received was. At this final moment of the activity, about 15 minutes should also be reserved. The aim is to encourage dialogue and understanding of important issues for the safeguarding plan preparation process. In closing the activity, the facilitators should talk briefly about each of the topics, justifying their choices in relation to the process of making the safeguarding plan.



Picture: SAT-Rio Negro, Maloca do Saber - 2022

Map of Actors

The participatory tool "Map of Actors" aims to recognize the actors/agents involved in the development of a specific project or public service. In doing so, it will be possible to direct efforts to engage everyone in the process. By mapping those involved and keeping them close, a relationship of trust and partnership is created, which generates a sense of belonging and appreciation, influences results and helps the team to manage possible conflicts of interest.

It is recommended that this tool be used both in the diagnosis of public policies, potential partners and actions carried out, and in the construction of axes, objectives and actions, especially as a strategy to identify possible partnerships. Unlike the "Similarities and Differences" activity, the activity with the "Map of Actors" can be carried out with at least two people and must have prior preparation, which consists of acquiring a template (an A3 or larger sheet or cardboard), *Post-its*™ and pens. Since this activity can last up to an hour, it is important that the work team plans it well.

The activity can start with a list of all the actors/agents involved in safeguarding the cultural element[12] on *Post-its*™, dividing them into indirect, direct and main actors. It is interesting to prioritize the actors that are most relevant to the activity, considering some criteria, which can be changed and used in the way that the team deems most appropriate, such as impact, proximity of relationship, influence, power, urgency, tension, representation, different point of view, etc. Then, the participants can place the *Post-its*™ in the template, according to the defined prioritization. After all the actors are in place, the participants assess whether any agent is missing and whether the prioritization is making sense and, if necessary, they can make changes. With this, it is expected that there will be both the identification of potential partners and a discussion about the relationship that each of them has or can

12. It is worth noting that the actors/agents are the bearers as well as Iphan heritage professionals, partners and potential partners.

have with the cultural element. In addition, it is possible to identify if there is any kind of already established proximity or tension between the actors/agents. At the end of the activity, it is recommended that the "Map of Actors" prepared is photographed and scanned by the work team.

User Journey

The tool known as "User Journey" aims to map all interactions and points of contact of an individual with a given process or service, seeking to highlight the difficulties and opportunities of this experience. In the case of safeguarding registered elements, such a tool can be used by bearers to describe the daily practice of their element, in its various stages and phases, identifying their weaknesses and the problems experienced by them, as well as their strengths and positive aspects that can be amplified by safeguarding actions.

To carry out this activity, it is recommended that one or more people, among the bearers involved in the elaboration process, describe in detail the step by step of how the production and reproduction of their cultural practice normally take place, while a facilitator traces this "journey" visually on a whiteboard, wall or flip-chart, in order to draw a consistent picture. The estimated duration of this activity is of at least one hour. During its course, it is important that the facilitator controls the speaking time of each participant, allowing everyone to contribute appropriately.

To help design this journey, it can be divided into stages, adapted according to the specific context of the cultural element in question, such as: obtaining raw materials; craft production; sale of the product in fairs; etc. These steps can be arranged in the form of columns in a table. In turn, the main points of contact, actions, triggers, resources and barriers of each of the identified steps will be mapped with the lines throughout the activity. Such points can be highlighted with tags or colored *Post-its*™, to facilitate their visualization. With the journey established, the work team will be able to have a macro

view of the daily life of the bearers and understand the critical points and opportunities. Thus, this is a tool that can be very useful for the diagnostic phase of the current context of the cultural element. It is possible to use the "User Journey" also in the construction phase of axes, objectives and actions, at times when partners are present, so that they can actively see the difficulties experienced by the bearers.

"Five Whys" Group Activity

The "Five Whys" tool aims to more precisely identify the roots of problems already mapped out. In this way, it can also be very useful for the stage of diagnosing the current context of the cultural element.

This activity can be carried out in a period of 5 to 40 minutes, depending on the number of problems to be analyzed and is ideal for groups of at least three participants; however, if the work team is very large, it can also be divided into smaller groups that can each work on a different problem.

On a wall, whiteboard or flip chart, it is suggested that participants list the structural problems diagnosed by the bearers in the making of their cultural practice, so that they can be visualized by all. Below them, on tags or *Post-its*™, structural questions should be posted starting with "Why...". For each answer prepared by the group, a new question should be proposed starting again with "Why..." based on the answer, repeating the process up to five times. The goal is to get to the deepest cause of the problem in question. For example:

A problem is identified in the transmission of knowledge related to a certain celebration.

- Why is there a problem with the transmission of knowledge of the cultural element? The younger generations are not interested in the practice.

- Why aren't younger generations interested in the practice? Participation in activities related to the celebration is not valued by them.

- Why is participation in celebration-related activities not valued by young people? Some young bearers suffer discrimination in the school environment.

- Why are some young people discriminated against? There is a religious prejudice related to the practice in society as a whole.

- Why is there prejudice against the practice? Part of the local population is unaware of the meaning of the practice and certain aspects are misunderstood.

After establishing this chain of questions and answers for each of the problems raised, all the root causes can be analyzed together, seeking to identify the relationship between them. The identification of the deeper causes of the mapped problems can further contribute to the formulation of more effective safeguarding objectives and actions. In the hypothetical case outlined above, a better understanding of the causes of the problem examined can lead, for example, to the proposition of objectives and actions related to the expansion of dissemination in the school environment and the fight against religious intolerance.

Group Activities "Future Scenarios" and "What If..."

The "Future Scenarios" activity aims to stimulate new perceptions and help to identify opportunities based on existing diagnoses of contexts, enabling the planning of future actions.

Using visual support materials, such as a whiteboard and colored pens, a flip chart, tags or *Post-its*™, a facilitator should highlight the potentialities and the problems identified in the diagnostic phase of the current context of the cultural element. Having arranged these issues in a way that is easy for the group to see, discussion should be encouraged among those present, stimulating them to project these present scenarios into the future, how they imagine that specific situation or issue in a few years. The idea is to encourage discussion about how a certain situation is today and where we want to go. To this end, if possible and when relevant, cases from other contexts and other cultural elements that are or have been through a similar situation can be presented in order to inspire new possibilities of action.

In this way, the "Future Scenarios" tool can facilitate the formulation of objectives and the proposition of safeguarding actions to try to achieve the desired scenario for the future.

A tool that can work well together with the activity "Future Scenarios" is the "What if…". It consists of proposing phrases starting with "What if…", with the aim of stimulating the group's creativity in the search for alternatives to modify the existing scenario, especially when discussions seem to be stagnating. The facilitator can start by suggesting something and then prompting other members of the work team to continue and complement each other's ideas. Here, too, the use of graphic and visual support instruments is important to record the ideas and make them evident to the whole group, in addition to tracing connections between them. The idea is that, based on an identified scenario or problem, propositions can be thought of to modify it, expanding the group's perception of the possibilities of acting with the safeguarding plan.

For example, in a situation where the younger generations' low interest in cultural practice was identified, the following question could be suggested: "What if we thought about the dissemination of the cultural heritage in the school environment?". From there, group members can chain other questions in the same format: "What if we proposed heritage education workshops in public schools?"; "What if we involved the state department of culture?"; and so on.

In this sense, both the "Future Scenarios" tool and the "What if..." tool can facilitate the identification of existing situations and ideal scenarios for the future, thus contributing to the elaboration of objectives for the safeguarding plan and for the proposition of actions to reach them.

Brainstorming and "How can we"

A very well-known participatory tool that can be adapted to be used at various times in the safeguarding plan elaboration process, especially in the construction phase of the axes, objectives and actions, is *brainstorming*. The *brainstorming* technique seeks to encourage the participants' creativity in proposing ideas and solutions for a given topic.

For *brainstorming*, as for other tools, the visual component is crucial. Thus, it is recommended that the activity be conducted by one or more facilitators, who will coordinate it, instigating the participants and writing down the ideas generated by the group on a board, flip chart or cards to be posted on the wall, so that they are clearly visible to everyone.

The point of *brainstorming* is to generate as many ideas as possible. For that, the dynamics must follow some rules, which must be passed on to the group: only one person speaks at a time; one can build on the ideas of others;

encourage the ideas of other participants; do not criticize or judge; remain focused, staying on the proposed theme. The duration of the *brainstorming* session will depend on the size of the group, the number of questions addressed and the engagement of the participants. At the end of the idea generation exercise, one can seek to organize, select, categorize, connect and prioritize the ideas raised together with the group.

Another technique that can be used to complement the ideas raised by *brainstorming* (or by other means) is the "How can we" activity. The idea is to promote reflection and debate based on the formulation of a challenge question started in "How can we...", aiming to qualify the propositions previously made by the work team. There is no ideal time for carrying out this activity; it will depend on the number of issues that will be worked on and detailed.

This activity can be particularly useful in the phase of planning the actions that will be included in the safeguarding plan. It is possible that the bearers will have determined with some clarity what objectives they want to achieve through the work with the safeguard, as well as what actions they consider important to take to achieve them. However, sometimes, they may not have thought, or they may have some uncertainties, about how to carry out these actions. The use of questions started in "How can we" can precisely stimulate collective reflection on how to make feasible the actions proposed by the group. In fact, the "How can we" technique can be useful to reach a greater detail of the planned actions: how, when, where, who will be responsible for the execution, with which partners, with which resources, etc.

Visual facilitation instruments for virtual meetings

The recent context of the covid-19 pandemic, and the consequent social distancing measures, had a major impact on the safeguarding of registered elements, including the continuity of the preparation of safeguarding plans. In fact, there were restrictions on holding face-to-face meetings, while virtual meetings became more and more frequent. Even with the resumption of most face-to-face activities, in some contexts, holding virtual meetings remains an important alternative to bring together bearers and partners to discuss the safeguarding of cultural elements, establish partnerships, plan actions and formulate safeguarding plans.

In this sense, the participatory tools proposed here (Map of Actors, User Journey, "Future Scenarios", "What if..." etc.), as well as others that the work team considers relevant, can be adapted for use in online meetings. To this end, several available visual facilitation tools can be used, such as mind maps, organizational charts, collaborative panels, dashboards, among others[13]. Excel and PowerPoint can be important for some activities, but they are not the only resources available for participatory activities. Creativity is important! Remember to choose an accessible tool, easy for participants to view and understand, and adequate to the group's needs and the dynamics of planned meetings.

It is important that virtual meetings have an appropriate duration; excessively long meetings are tiring and can be unproductive. Also remember that virtual meetings may not be the best alternative for some contexts. Each cultural element has its specificities. Some groups and segments of bearers find it more difficult to adapt to the virtual environment and its tools, working better through face-to-face meetings and activities.

13. As an example of platforms that can be used in this sense, we can mention *MindMeister,* which allows the creation of mind maps and organizational charts, and *Miro,* a digital collaborative whiteboard platform.

4.3. Memory of the safeguarding plan elaboration process

It is interesting that, throughout the process of preparing the safeguarding plan, written, photographic and audiovisual records are made (according to the conditions of each context), so that, at the end of the plan, there is a memory of the meetings and workshops held. In addition, these records will also serve to feed Iphan's collection, and may be made available to interested bearers, used in dissemination actions, etc.

Thus, it is suggested that a brief memory of the elaboration process is presented in the safeguarding plan, containing information about the work team, dates of meetings and workshops, name and municipality of the bearers, names of the partners who collaborated, photos, among others.

Finally, after carrying out this entire process, the work team will be able to dedicate itself to the proofreading and content review, as well as planning the publication of the final version of the safeguarding plan and its dissemination.

4.4. Disclosure of the safeguarding plan

Once the final content of the cultural element's safeguarding plan has been consolidated, it needs to be edited so that the plan can be published (in print or virtual format) and then disseminated to the community of bearers, partners and society in general. With the safeguarding plan in its final edited version, Iphan will promote its dissemination in the virtual environment, making it available for consultation on its website, at which time the plan is effectively considered as published.

As the main instrument of the cultural heritage safeguarding policy, the safeguarding plan should be widely disseminated, both among the community

of bearers and among the different potential partners. In fact, it is understood that disclosing the safeguarding plan is fundamental so that the bearers can know and take ownership of its content and can effectively use it in planning actions, in consolidating partnerships established in the preparation process and in the constant mobilization of new partners. In this sense, those bearers who join the safeguarding process at a later time must also be acquainted with and understand the objectives and planned safeguarding actions, accessing the already existing and publicized safeguarding plan.

With the safeguarding plan in hand, bearers, with the support of Iphan's heritage professionals, also have greater ease in raising awareness and engaging potential partners to make safeguarding actions feasible. It is also essential that the disclosure of the safeguarding plan be expanded. For this, it may be interesting to activate the list produced in the diagnosis of public policies, initiatives, potential partners and safeguarding actions carried out and share the safeguarding plan with all public agencies and potential partners identified at this stage. With this, it is expected that the safeguarding plan will be an instrument not only for bearers and Iphan's experts, but also to guide and direct the actions of partners.

4.5. In summary: what cannot be missing on a safeguarding plan?

- Diagnosis of public policies, initiatives, potential partners and safeguarding actions carried out;

- Axes that guide the process of safeguarding the registered cultural element and structure the safeguarding plan;

- Objectives for each axis of the safeguarding plan;

- Actions for each objective of the safeguarding plan (organized by priority of execution, with the respective justifications, those responsible for the execution, the execution period and the necessary resources);

- Expiration date of the safeguarding plan;

- Work team;

- Memory of the safeguarding plan elaboration process.

Part II – execution of the safeguarding plan



Picture: Ofício das Baianas de Acarajé, Oscar Liberal



1. Execution of the safeguarding plan

After the conclusion, publication and dissemination of the safeguarding plan, it is time to execute the actions. Having established the priority of each action is important precisely to know where to start. The pace of execution of actions depends on a series of factors, such as availability of resources (human and/or budgetary), the agenda of bearers and partners and, mainly, organization.

It is suggested that, at the end of each year, planning is carried out for the following year (in view of the organizational dynamics of the public administration, which plans the budget expenditures for each year in advance, normally at the end of the previous year). During this planning, it is necessary to take into account the previously established priority for carrying out the actions, assess the availability of those responsible for carrying out the action (whether they are bearers, Iphan itself or partners), both in terms of human resources and budgetary resources, and, finally, think of alternatives for execution, in case some type of resource is not actually made available. Thinking of alternatives involves everything from modifying the format of the action, aiming at greater adequacy to the available resources, to the search for new partnerships that make the execution possible, or even seeking to encourage and train bearers to participate in cultural public notices, so that they can access other sources of funds for carrying out safeguarding actions. This way, at the beginning of each year, because of the certainty of available resources and partnerships, a timetable for the execution of the action (or actions) for that year must be established.

ATTENTION: *the priority for executing actions may change according to the current context of each cultural element. In this way, the annual planning of what will be carried out can change the previously established order of priority, according to changes that have occurred in the context of the cultural element or even due to the availability of some type of resource or partnership. Besides, it is possible that the need to carry out some emergency action may arise, considering the identification of some factor that puts the cultural sustainability of the registered element at risk. This action considered to be an emergency may correspond to the execution of some action already foreseen in the safeguarding plan, that is, it would just be the anticipation of something already foreseen, or it may be a completely new action, which had not been planned in the safeguarding plan. It's okay, changes and exceptions can happen! What cannot happen is that new actions are carried out periodically, without being included in the safeguarding plan and without actually being urgent, that is, without being necessary to avoid or mitigate a situation that puts the cultural sustainability of the registered element at risk.*

2. Safeguarding plan update

The safeguarding plan should not be understood as a static and definitive document, drawn up once and for all to guide the safeguarding of a given cultural element. On the contrary, it should be seen as a dynamic document, subject to being updated according to the development of the safeguarding process. In this way, as already mentioned, even during its elaboration process, the work team must foresee a deadline for the execution of the actions and for the achievement of the objectives established in the safeguarding plan, as well as for its updating.

The revision of the safeguarding plan aiming at updating it must be carried out periodically, with a deadline that is determined when the plan is first

prepared. At this time, new segments of bearers can be integrated into the process of updating the plan, especially in the case of elements of regional and national ranges, and new axes, objectives and actions can be formulated, related to the new context of the safeguarding process.

At the time of the update, it is expected that an assessment of the execution of the actions foreseen in the safeguarding plan will be carried out. It is important that this balance is made in order to include professionals from Iphan's Superintendencies, bearers who were present at the different stages of preparation of the safeguarding plan and bearers who were mobilized and included in the safeguarding process after the plan was drawn up. The participation of different bearers when updating the safeguarding plan is in line with the premise of shared management, in addition to considering that the mobilization of the holding community is a continuous process. In general, the objective of updating the safeguarding plan is to evaluate the execution of actions, the positive and, eventually, negative aspects, and the challenges that arose during the execution.



ATTENTION: *updating the safeguarding plan should not be confused with the monitoring and evaluation of the safeguarding process, which is currently carried out by the Department of Intangible Heritage, in partnership with Iphan's Superintendencies within the states and in the Federal District.*

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Pictures

Front cover

Banho de São João de Corumbá e Ladário, Gustavo Messina - MTur

Ofício das Baianas de Acarajé, Oscar Liberal

Roda de Capoeira e Ofício dos Mestres de Capoeira, Ana Lima Kallás

Arte Kusiwa – Pintura Corporal e Arte Gráfica Wajãpi, Damiana Bregalda

Maracatu de Baque Solto, Lidia Marques

Complexo Cultural do Bumba-meu-boi do Maranhão, Edgar Rocha

Matrizes Tradicionais do Forró, Davi Mello

Fandango Caiçara, Juarez Bergmann Filho

Back cover

Festa do Pau da Bandeira de Santo Antônio de Barbalha/CE, Jeferson Hamaguchi; Maurício Albano

Festa do Senhor Bom Jesus do Bonfim, Marcelo Reis

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