



Planning strategy from the perspective of safeguarding intangible cultural heritage in the San Andres parish, Chimborazo province

Estrategia de planificación desde la perspectiva de la salvaguardia del patrimonio cultural inmaterial en la parroquia San Andrés, provincia de Chimborazo

Estratégia de planejamento na perspectiva da salvaguarda do patrimônio cultural imaterial na paróquia de San Andrés, província de Chimborazo

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Abstract

Intangible cultural heritage (ICH) is a relatively recent term coined to represent living cultural practices and expressions, which are recognized by communities as distinctive aspects of identity. The present study established a planning strategy from the perspective of safeguarding the intangible cultural heritage in the San Andres parish, Chimborazo province, through the identification and compilation of primary and secondary information on the current situation and the application of participatory methodologies for the formulation of programs and projects. In the territorial diagnosis, important aspects were identified about the areas: spatial physical, socio-cultural and productive economic. Through the SWOT analysis, critical nodes and key success factors were prioritized. Finally, the planning strategy is structured by 4 programs and 10 projects with an investment of \$80,000 to be executed in the next 5 years. It is concluded that the ICH existing in the territory can become a fundamental pillar for the development of cultural tourism in the parish, ensuring a sense of identity and continuity, therefore the formulation, implementation and evaluation of actions for the protection and conservation of the heritage.

Keywords: Planning; safeguarding; intangible cultural heritage; cultural tourism.

Resumen

El patrimonio cultural inmaterial (PCI) es un término relativamente reciente acuñado para representar prácticas y expresiones culturales vivas, que son reconocidas por las comunidades como aspectos distintivos de la identidad. El presente estudio estableció una estrategia de planificación desde la perspectiva de la salvaguardia del patrimonio cultural inmaterial en la parroquia San Andrés, provincia de Chimborazo, a través de la identificación y recopilación de información primaria y secundaria de la de la situación actual y la aplicación de metodologías participativas para la formulación de programas y proyectos. En el diagnóstico territorial se identificaron aspectos importantes sobre los ámbitos: físico espacial, socio cultural y económico productivo. A través del análisis FODA se priorizaron nudos críticos y factores claves de éxito. Finalmente, la estrategia de planificación está estructurada por 4 programas y 10 proyectos con una inversión de \$80.000 a ser ejecutados en los próximos 5 años. Se concluye que el PCI existente en el territorio puede convertirse en un pilar fundamental para el desarrollo del turismo cultural de la parroquia asegurando un sentido de identidad y continuidad, por lo tanto es fundamental la

formulación, implementación y evaluación de acciones de protección y conservación del patrimonio.

Palabras clave: Planificación; salvaguardia; patrimonio cultural inmaterial; turismo cultural.

Resumo

O patrimônio cultural imaterial (ICH) é um termo relativamente recente cunhado para representar práticas e expressões culturais vivas, que são reconhecidas pelas comunidades como aspectos distintivos de identidade. O presente estudo estabeleceu uma estratégia de planejamento na perspectiva da salvaguarda do patrimônio cultural imaterial na paróquia de San Andrés, província de Chimborazo, através da identificação e compilação de informações primárias e secundárias sobre a situação atual e a aplicação de metodologias participativas para a formulação de programas e projetos. No diagnóstico territorial, foram identificados aspectos importantes nas áreas: espacial físico, sociocultural e econômico produtivo. Por meio da análise SWOT, os nós críticos e os principais fatores de sucesso foram priorizados. Por fim, a estratégia de planejamento é estruturada por 4 programas e 10 projetos com investimento de \$ 80.000 a serem executados nos próximos 5 anos. Conclui-se que o PCI existente no território pode tornar-se um pilar fundamental para o desenvolvimento do turismo cultural na freguesia, garantindo um sentido de identidade e continuidade, daí a formulação, implementação e avaliação de ações de proteção e conservação do patrimônio.

Palavras-chave: Planejamento; salvaguarda; herança cultural intangível; Turismo cultural.

Introduction

Tourism is an important factor in the development processes of many countries (Chinchay et al., 2020). This activity is an important source of tourist income (Furkatovna et al., 2021). Similarly, it is related to people and their motivations, generally associated with rest, leisure, as well as the interest or desire to discover new places, presenting itself as an opportunity for the regions (Zambrano and Zambrano, 2019). Therefore, the multiple links with the rest of the economic activities favor the creation of productive chains, since it demands a wide variety of goods and services, among other positive effects (Valdes et al., 2021).

According to the World Tourism Organization (2022), it mentions that the convergence between tourism and culture, and the growing interest of visitors in cultural experiences, provide unique opportunities but also complex challenges for the tourism sector. In this sense, cultural tourism has behaved as a promising activity considering its remarkable growth from the great global cultural diversity (Mele et al., 2021). Knowing that cultural motivations tend to represent the criteria for choosing the tourist destination, it is increasingly important to frame cultural tourism in a sustainable way (Cardoso et al., 2021).

Cultural tourism, according to Garcia (2021), is seen as a form of alternative tourism that bases its activity on the commercialization of culture. The cultural elements of any territory become part of the offer of tourist products (Rodríguez, 2021). This type of tourism is characterized by its high degree of complexity, especially in attracting tourists, who have cultural interests about a destination (Richards, 2022). Therefore, it is a type of tourism activity in which the essential motivation of the visitor is to learn, discover, experience and consume the tangible and intangible cultural attractions/products in a tourist destination (Chen and Rahman, 2018).

With this, the intangible cultural heritage (ICH) includes traditions or cultural expressions inherited from our ancestors and transmitted to our descendants, such as social practices, expressions, knowledge, crafts and cultural traditions, according to the United Nations Educational Organization, Science and Culture (UNESCO, 2003). Thus, it is related to a growing desire for cultural awareness, meaning making, and learning.

Ecuador is one of the countries with the greatest biodiversity on the planet, and in recent years has maintained an increase in the arrival of tourists due to its natural and cultural wonders, located in its four regions: Galapagos, Coast, Andes and Amazon (Plua , 2020). The country is emerging as a multiethnic and multicultural country, which makes it a jewel for visitors attracted by this diversity of people and their customs (Bravo et al., 2018). Likewise, the Ecuadorian cultural legacy is the result of a symbiosis produced by several processes of acculturation throughout history, giving rise to a great variety of expressions of its own at the national level, which are visualized in a material and immaterial way and that acquired a value added with the declarations in the territory of world heritage cities (Mullo et al., 2019). In this way, heritage tourism in the country has been growing in recent years (Santamaria et al., 2019).

It is a country that has formally recognized the importance of tourism, in general, and cultural tourism, in particular, based on the development of the nation (Valdes et al., 2021). This country

has 24 provinces, one of them Chimborazo. This province is made up of 10 cantons, one of them Guano, where the rural parish of San Andres is located, which has an important cultural heritage with intangible cultural manifestations of significant living culture for the development of cultural tourism through proper planning.

In this way, planning is a process to anticipate and order change with a vision of the future, that seeks optimal solutions, that is designed to increase and ideally maximize the possible benefits of development and that will produce predictable results (Lalicic & Önder, 2018). . With this, Matiku et al. (2021) defined tourism planning as a process based on research and evaluation, which aims to improve the likely contribution of tourism to human well-being and environmental quality. This definition reveals that tourism planning not only involves tourists and their economic contribution, but also emphasizes the achievement of established development objectives (Dragouni and Fouseki, 2018).

Given the above, the objective of this article was to establish a planning strategy from the perspective of safeguarding intangible cultural heritage in the San Andres parish, Chimborazo province, through a territorial diagnosis, a SWOT analysis and a planning strategy. Therefore, based on the current importance of the living memory of the peoples and their cultural experiences, it is a challenge for the authorities to identify and contribute to perpetuate the cultural baggage through strategic planning for the safeguarding of the ICH of the parish.

Methodology

The specific objectives of this research were fulfilled as follows:

Territorial diagnosis

Information was collected on the current situation of the territory. This survey was carried out in secondary sources with the review of the Development and Territorial Planning Plan of the San Andres parish (2019), available in the Decentralized Autonomous Parish Government. Aspects in relation to the areas were collected: *i) spatial physical:* geographic location, human settlements, altitude, limits, surface, coordinates. *ii) socio-cultural:* ethnicity, population, language, basic services available, institutions or organizations that contribute to the development of tourism, intangible cultural heritage. *iii) productive economic:* main economic activities, products with the

highest cultivation, economically active population (PEA). The information collected was validated in the field and later systematized in matrices for a better understanding.

Strengths, weaknesses, opportunities and threats (SWOT) analysis

A workshop was used to collect information that allows me to determine the SWOT directed towards the ICH of the parish. The workshop was carried out with the use of Participatory Methodologies. It is important to mention that Mendoza and Avila (2020) consider that the workshop is a very timely technique for the development of socio-educational and social participation processes. The information collected was systematized in a matrix for a better understanding of internal factors (strengths and weaknesses) and external factors (opportunities and threats).

From the SWOT structured matrix, the critical nodes (weaknesses and threats) and key success factors (strengths and opportunities) were identified, which were prioritized based on the values established in Tables 1 and 2 according to the level of action on ICH safeguarding.

Table 1: Critical node prioritization values

Value	Difficulty	Impact	Duration
1	Low	Low	Short term
2	Medium	Medium	Medium term
3	High	High	Long term

The evaluation criteria are explained below:

In difficulty: 1 corresponds to the low criterion, it is considered an easy solution. For 2 corresponds the average criterion, for the solution of this critical node basic technical knowledge is needed. For 3 the high criterion corresponds, for the solution of this knot it is necessary to apply technical and scientific knowledge.

In impact: For 1 the low criterion corresponds; this critical node has a relatively insignificant impact. For 2 the medium criterion corresponds, this critical node affects the local population and causes considerable damage. For 3 the high criterion corresponds, this critical node could well end the tourist activity in the area and cause irreparable damage.

In duration: For 1 the short-term criterion corresponds; its solution can be immediate in a matter of no more than a quarter. For 2, the medium-term criterion corresponds, its solution can be in a

matter of no more than one year. For 3, the long-term criterion corresponds, its solution may take more than a year and it depends on third parties.

Table 2: Prioritization values of key success factors

Value	Quality	Productivity	Exclusiveness
1	Low	Low	Frequent
2	Medium	Medium	Medium
3	High	High	Unique

The evaluation criteria are explained below:

In quality: For 1 the low criterion corresponds; this key success factor does not satisfy the expectations of the client/consumer. For 2 the medium criterion corresponds, this key success factor satisfies in some way the expectations of the client/consumer. For 3 the high criterion corresponds, this key success factor satisfies the expectations of the client/consumer.

In productivity: For 1 the low criterion corresponds, this key success factor is considered to be of low economic, environmental, social and cultural profitability. For 2 the medium criterion corresponds, this key success factor gives medium economic, environmental, social and cultural profitability. For 3 the high criterion corresponds, this key success factor is considered to be of high economic, environmental, social and cultural profitability.

In exclusivity: For 1 the common/frequent criterion corresponds, this key success factor can be found in many places in the locality, region or country. For 2 the medium criterion corresponds, this key success factor can be found in some places of the locality, the region or the country. For 3 the unique criterion corresponds, this key success factor is found in this locality.

Planning strategy - philosophical formulation

Based on the territorial diagnosis and the SWOT analysis, a strategic planning proposal was designed to enhance the safeguarding of the ICH, for which a descriptive record was used to establish: the mission, vision, strategic objectives, strategies, programs and projects. Finally, the Gantt chart was used to generate the Annual Operational Planning (AOP) in the distribution of activities and investments.

Results

Territorial diagnosis

Table 3: Spatial physical ambit. Adapted from: (PDOT San Andres, 2019)

Geographic location	Central highlands of the country, northwest of the province of Chimborazo, Guano canton.
Human settlements	34 rural communities and 8 urban neighborhoods
Altitude	2800 - 6310 m.a.s.l
Limits	North: Tungurahua province South: Calpi and San Juan parishes East: San Isidro parish in the Guano canton West: San Juan parish and Bolivar province
Surface	159.9 km ²
Coordinates	UTM WGS 84 Zone 17S X: 755975 E Y: 9823352 N

Table 4: Socio-cultural ambit. Adapted from: (PDOT San Andres, 2019)

Ethnicity	Mestizo/indigenous
Population	15225 inhabitants
Language	Kichwa and Spanish
Basic services available	<ul style="list-style-type: none"> – Piped water inside the house (18%) – Sewer network (14%) – Electrical service (88%) – Telephone service (10%) – Garbage collection service (8%)
Institutions or organizations that contribute to the development of tourism	<ul style="list-style-type: none"> – Provincial GAD Chimborazo – Guano cantonal GAD – San Andres Parish GAD – National Institute of Cultural Heritage (INPC) – Ministry of Tourism (MINTUR) – Higher Education Institutions
Intangible cultural heritage	<ul style="list-style-type: none"> – Traditions and oral expressions (6): Legend of the guagua ñaco, Legend of the burial of devils, Legend of pigs with children, Carnival songs, Albazos, Superstitions, sayings and beliefs. – Performing arts (2): Traditional games, village bulls. – Social uses, rituals and festive acts (9): Carnival Festival, Patron Saint Festival, Christmas Festival, Festival of the Virgin of Chuquipogio, Festival of the Lord of Charity, Holy Week, Day of the Dead, Funerals, Community practices.

- **Knowledge and uses related to nature and the universe** (8): Ancestral planting techniques, natural medicine, shampoos, purple colada, fanesca, potatoes with cuy, fritada, jucho.
- **Traditional craft techniques** (2): Artisanal stone carving, woven handicrafts.

Table 5: Productive Economic ambit. Adapted from: (PDOT San Andres, 2019)

Main economic activities	<ul style="list-style-type: none"> – Agriculture (25.14%) – Livestock (25.97%) – Tourism (0.68%) – Others (48.21%)
Products with the highest cultivation	Potatoes, corn and barley covering an area of 4295.63 ha.
Economically active population	Consisting of 44.73% of the population.

Analysis of strengths, weaknesses, opportunities and threats (SWOT)

Table 6: SWOT.

Internal factors	External factors
Strengths	Opportunities
S1. Basic services, access and communication in good conditions that improve the quality of life of the inhabitants.	O1. Presence of Higher Education Institutions such as ESPOCH and UNACH, encouraged to work on research, cultural development and safeguarding of the ICH.
S2. Competent education services for the development of the children and youth of the parish.	O2. Growing interest of the parish GAD to work and promote the participatory development of the population in the cultural sphere.
S3. Correctly structured parochial political organization.	O3. Population with a desire to improve, participate and protect their heritage and identity.
S4. Population that preserves in its memory the knowledge about the ICH of the parish	O4. Commitment to education and training for parish agents in cultural aspects and generation of foreign exchange.
S5. 27 intangible cultural manifestations existing in the parish, recognized by the INPC and UNESCO for their safeguarding.	O5. Application of the INPC methodology to safeguard the ICH.
S6. The town bulls, the carnival festival, the patron saint festivals, the traditional games (bowling, steel balls, whirligig, spinning top, enchanted pots, wooden cars) are manifestations recognized by the population as ICH.	O6. Interest on the part of the local and national government in safeguarding the ICH, framed in compliance with the Constitution (2008) art. 377: <i>“Protect cultural heritage; promote the diversity of cultural expressions and strengthen national identity, thus safeguarding the social memory and heritage of our peoples”</i> .
S7. The typical dishes (fanescas, potatoes with cuy, fritada) and traditional drinks (shampoos, colada morada, jucho) are manifestations that are in the ICH category of the parish.	
S8. The influence of INPC criteria on the inventoried	

ICH manifestations denotes 89% respect for rights, 85% respect for diversity, 69% equity.

Weaknesses	Threats
W1. Migration of young people to large cities in the country due to lack of employment.	T1. Invasion of external cultural manifestations.
W2. Limited cultural activity in the parish due to lack of leaders or socio-cultural promoters.	T2. Acculturation due to the migratory process.
W3. Lack of a cultural development plan and heritage safeguard projects due to lack of interest, lack of coordination and organizational, functional and budgetary weakness of the parish government.	T3. Few sources of employment in the parish.
W4. Lack of knowledge of the population and the local government about the current legislation of the ICH due to individualism and the passivity of authorities and the population in general.	
W5. Non-existence of an updated inventory of the ICH of the parish.	
W6. Loss of cultural identity and authenticity of the cultural expressions of the parish.	
W7. The artisanal activities of stone carving and handicrafts woven with lamb, alpaca, llama and cabuya wool are considered vulnerable cultural manifestations in the parish due to insufficient public budgets and scarce private investments to safeguard culture.	
W8. The influence of INPC criteria on the inventoried ICH manifestations denote a low influence 60% to intergenerational transmission and validity, 55% to social and cultural sense, 48% in connection with the areas of heritage and 47% to representativeness and recognition. community and/or collective.	

After exposing each of the strengths, weaknesses, opportunities, and threats in the SWOT matrix, the following critical nodes were identified and prioritized under the criteria of: difficulty, impact, and deadline. In this sense, with a rating between 8 and 9, 6 weaknesses and 2 threats were prioritized (Table 7).

Table 7: Matrix of identification and prioritization of critical nodes.

Critical nodes	Difficulty	Impact	Term	Valorization
W1	3	3	3	9
W2	2	3	3	8
W5	3	3	2	8
W6	3	3	3	9
W7	2	3	3	8
W8	2	3	3	8
T2	3	3	3	9
T3	3	3	3	9

Note: W=weaknesses, T=threats.

Likewise, the following key success factors were identified and prioritized under the criteria of: quality, productivity and exclusivity. In this sense, with a rating between 8 and 9, 5 strengths and 5 opportunities were prioritized (Table 8).

Table 8: Matrix of identification and prioritization of key success factors.

Critical nodes	Quality	Productivity	Exclusivity	Valorization
S4	3	2	3	8
S5	3	3	3	9
S6	3	3	2	8
S7	3	3	2	8
S8	3	2	3	8
O1	3	2	3	8
O3	3	3	2	8
O4	3	3	2	8
O5	3	3	3	9
O6	2	3	3	8

Note: S=strengths, O=opportunities.

Planning strategy - philosophical formulation

Mission: Work on the revitalization of the ICH of the San Andres parish, educating the population in the cultural field, with the purpose of promoting the continuity of those cultural manifestations that are more consolidated and awakening the sense of protection for vulnerable manifestations through the participation in local cultural events or undertakings that spread the cultural value of the parish and promote economic development.

Vision: The San Andres parish will be a consolidated territory in the realization of cultural spaces that manifest its customs and traditions, becoming a pioneer and innovative parish in the protection of ICH in the area.

*Structuring programs and projects***Table 9:** Structuring programs and projects

Strategic objectives	Strategy	Program	Projects
Strengthen cultural identity, through the recognition and appropriation of ICH in the parish.	<ul style="list-style-type: none"> – Inventory the ICH of the parish. – Promote the practice and continuity of intangible manifestations. – ICH recovery and assessment. – Spread cultural activities in the parish and externally. 	P1. Identification, assessment and dissemination of the ICH.	<p>Pr 1. Preparation of a sound, visual and written record of the living memory of the parish.</p> <p>Pr 2. Preparation of a student education plan for the assessment, recovery and strengthening of ICH in the parish.</p>
Dynamize the social inclusion of the inhabitants in order to recover the vulnerable manifestations of the parish and improve the economy of the population.	<ul style="list-style-type: none"> – Strengthen and support craft associations and the population in general, to improve knowledge about the production and sale of craft products in the parish. 	P2. Revitalization of craft practices in the parish.	Pr 1. Design of a proposal for the creation of a craft school-workshop.
Maintain and strengthen the intangible cultural manifestations recognized by the inhabitants as local ICH through the social cohesion of its population	<ul style="list-style-type: none"> – Innovate the development of representative cultural manifestations through promotional events. – Train promoters or cultural representatives in the parish. – Training for organizations, associations, entities and the local population on the protection of 	P3. Revitalization and preservation of popular games, typical dishes and traditional drinks of the parish, through the social cohesion of its population.	<p>Pr 1. Preparation of a plan for social education and population organization in favor of the preservation and dissemination of the ICH.</p> <p>Pr 2. Design of a training program on the games, typical dishes and traditional drinks of the parish.</p> <p>Pr 3. Preparation of a proposal for the realization of a gastronomic and craft</p>

	heritage.		<p>fair during the main festivals of the parish.</p> <p>Pr 4. Preparation of a proposal for the realization of a vacation camp games of yesteryear and performing arts.</p>
<p>Maintain the work and support with educational institutions and government entities of tourism and heritage safeguarding.</p>	<p>– Establish spaces for consultation and work between the population and the managers of research, tourism and protection of the ICH.</p>	<p>P4. Dynamization between the safeguarding of the ICH and tourism</p>	<p>Pr 1. Design of a training program on cultural tourism and its use.</p> <p>Pr 2. Preparation of a proposal for the implementation of a cultural information and interpretation center.</p> <p>Pr 3. Design of communication strategies and dissemination of the parish ICH.</p>

Annual Operating Plan (AOP)

Operational planning is a tool that enables the activities and budgets of projects to be carried out on certain dates to be managed in a coherent manner with the actors involved in tourism. Following, it is detailed for five years of the strategic proposal to promote tourism development with the established programs and projects, in order to safeguard the ICH of the parish:

Table 10: Annual Operating Plan

Program	Projects	Indicators	Annual operative plan					Total									
			Year 1	Year 2	Year 3	Year 4	Year 5										
P1. Identification, assessment and dissemination of the ICH.	Pr 1. Preparation of a sound, visual and written record of the living memory of the parish.		5.000	5.000				10.000									
		<table border="1"> <thead> <tr> <th>Indicator</th> <th>Yea</th> <th>Yea</th> <th>Yea</th> <th>Yea</th> <th>Yea</th> </tr> </thead> <tbody> <tr> <td>% preparation of a sound, visual and written record of the living</td> <td>50</td> <td>50</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Indicator	Yea	Yea	Yea	Yea		Yea	% preparation of a sound, visual and written record of the living	50	50	0	0	0		
Indicator	Yea	Yea	Yea	Yea	Yea												
% preparation of a sound, visual and written record of the living	50	50	0	0	0												

		memory of the parish.											
	Pr 2.	Preparation of a student education plan for the assessment, recovery and strengthening of ICH in the parish.	Indicator	Year 1	Year 2	Year 3	Year 4	Year 5	50	50	0	0	
			% preparation of a student education plan for the assessment, recovery and strengthening of ICH in the parish.										3.000
Subtotal program 1													13.000
P2.	Pr 1.	Design of a proposal for the creation of a craft school-workshop.	Indicator	Year 1	Year 2	Year 3	Year 4	Year 5	25	25	50	0	
Revitalization of craft practices in the parish.			% design of a proposal for the creation of a craft school-workshop.										14.000
Subtotal program 2													14.000
P3.	Pr 1.	Preparation of a plan for social education and population organization in favor of the preservation and dissemination of the ICH.	Indicator	Year 1	Year 2	Year 3	Year 4	Year 5	0	25	25	50	0
Revitalization and preservation of popular games, typical dishes and traditional drinks of the parish, through the social cohesion of its population.			% preparation of a plan for social education and population organization in favor of the preservation and dissemination of the ICH.										5.000
	Pr 2.	Design of a training program on the games, typical dishes and traditional drinks of the parish.	Indicator	Year 1	Year 2	Year 3	Year 4	Year 5	100	0	0	0	
			% design of a training program on the games, typical dishes and traditional drinks of the parish.										2.000
	Pr 3.	Preparation of a proposal for the realization of a gastronomic and craft fair during the main festivals of the parish.	Indicator	Year 1	Year 2	Year 3	Year 4	Year 5	50	50	0	0	
			% preparation of a proposal for the realization of a gastronomic										10.000

		and craft fair during the main festivals of the parish.													
	Pr 4.	Preparation of a proposal for the realization of a vacation camp games of yesteryear and performing arts.	Indicator	Year 1	Year 2	Year 3	Year 4	Year 5		8.000			8.000		
		% preparation of a proposal for the realization of a vacation camp games of yesteryear and performing arts.		100	0	0	0	0							
Subtotal program 3													25.000		
P4.	Dynamization between the safeguarding of the ICH and tourism	Pr 1. Design of a training program on cultural tourism and its use.	Indicator	Year 1	Year 2	Year 3	Year 4	Year 5		1.000	1.000		2.000		
		% design of a training program on cultural tourism and its use.		0	50	50	0	0							
	Pr 2.	Preparation of a proposal for the implementation of a cultural information and interpretation center.	Indicator	Year 1	Year 2	Year 3	Year 4	Year 5		10.000	10.000		20.000		
		% preparation of a proposal for the implementation of a cultural information and interpretation center.		50	50	1	1	1							
	Pr 3.	Design of communication strategies and dissemination of the parish ICH.	Indicator	Year 1	Year 2	Year 3	Year 4	Year 5			1.500	1.500	3.000	6.000	
		% design of communication strategies and dissemination of the parish ICH.		0	0	25	25	50							
Subtotal program 4													28.000		
Total Capital Investment										35.000	27.500	11.000	3.500	3.000	80.000

The AOP for the execution of the strategic proposal to strengthen the safeguarding of the ICH of the parish is structured for five years, distributing the investment in the following way: first year 43.8%, second year 34.4%, third year 13.8%, fourth year 4.4% and fifth year 3.8%.

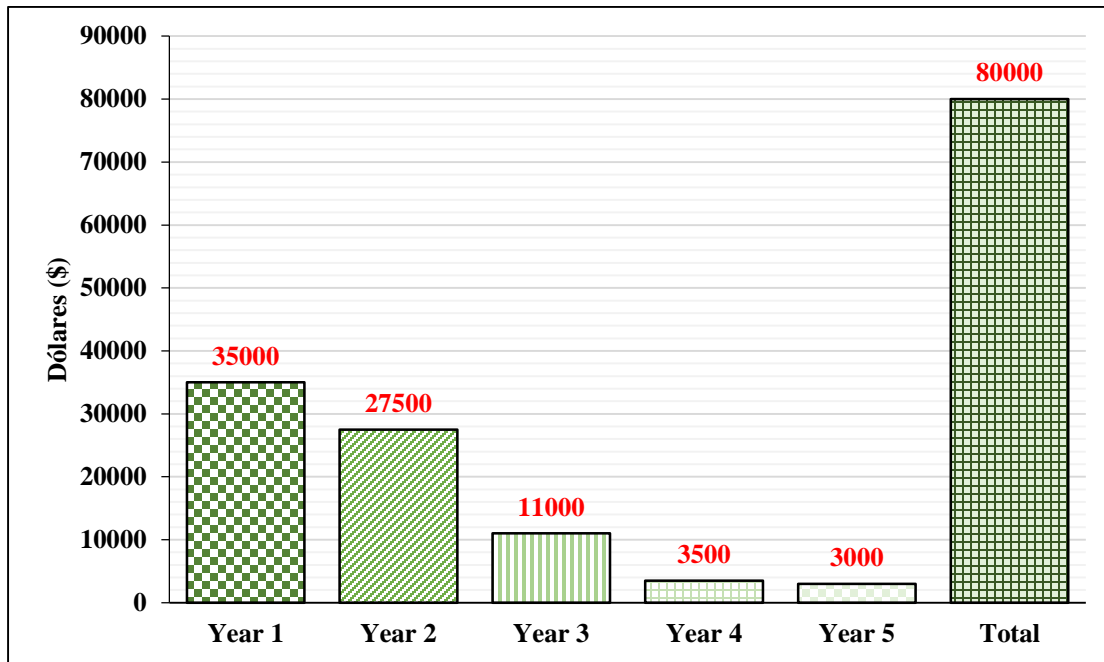


Figure 1: Investment in dollars of the planning proposal.

Discussion

The importance of ICH lies in the wealth of knowledge and skills that is passed down from generation to generation (Rallis et al., 2020). Therefore, combining ICH with tourism is a way to protect living culture, and community residents have long been the most important stakeholders in these efforts (Luo et al., 2022). In this sense, tourism planning is not only a government-led process, but includes all stakeholders (Sedarati et al., 2019). In this way, Harilal et al. (2019) state that tourism planning should be understood as a potential instrument to guide tourism along a development path that generates benefits and well-being beyond the industry and its main processes. Furthermore, it must be emphasized that extensive socio-economic development in tourism is not an automatic route to success and therefore a poorly planned tourism project can produce unexpected consequences.

In the particular case of the San Andres parish, the ICH can become an important attraction for the development of cultural tourism using as a vector of attraction, the manifestations of the so-called

intangible heritage, since such cultural manifestations can be of great interest to visitors. potential, in addition to being the object of motivation and sustainable development. Even more so when communities are considered to play an important role in the process of tourism development and their support is essential for the successful development, planning and operation of tourism development, and for the achievement of sustainable livelihoods. For this reason, the planning strategy from the perspective of safeguarding the ICH in the San Andres parish is aimed at the protection and preservation of the existing cultural heritage, strengthening local development processes and preventing the loss of the living memory of the territory.

In this way, the strategy includes the planning of four programs: the first is the *identification, assessment and dissemination of the ICH*, where it is important that the inhabitants feel identified with their manifestations and worry about strengthening them. The second is the *revitalization of craft practices in the parish*, where the residents can generate alternatives to create cultural companies based on the knowledge of artisan practices where they generate artistic products. The third is the *revitalization and preservation of popular games, typical dishes and traditional drinks of the parish, through the social cohesion of its population*, where popular gastronomy tends to be rescued. The fourth is the *dynamization between the safeguarding of the ICH and tourism*, where an opportunity is seen to develop sustainable cultural tourism from the point of view of protection. The correct execution of the planning proposal to protect the ICH requires the intervention of the public, private and community sectors for the execution of the proposed programs and projects (Eccleston et al., 2020). Since Chen (2022) in his study shows that all this is achieved through the collective effort of various actors whose opinions are explicitly expressed. Likewise, Lan et al. (2021) reveal in their research that the co-creation of value behavior of residents can contribute to the sustainable development of ICH tourism. Being that it provides a destination with a unique selling point to strengthen the competitiveness of local cultural heritage tourism and create positive socio-economic impacts for the community (Wei et al., 2021).

Finally, this strategic planning aims to comply with what is established in the Constitution of Ecuador (2008), on Art. 377 where it mentions that the state must: “Protect cultural heritage; promote the diversity of cultural expressions and strengthen national identity, thus safeguarding the social memory and heritage of our peoples”.

Conclusions

The territorial diagnosis shows the existence of 27 manifestations that represent the ICH of the San Andres parish. The manifestations are distributed within the areas of: social uses, rituals and festive acts (33.33%), knowledge and uses related to nature and the universe (29.63%), traditions and oral expressions (22.22%), performing arts (7.41%), and traditional craft techniques (7.41%). Subsequently, with the SWOT analysis, 8 critical nodes were prioritized between weaknesses and threats and 10 key success factors between strengths and opportunities. Finally, the planning strategy from the perspective of safeguarding the ICH in the parish is made up of 4 programs and 10 projects that reveal an investment of \$80,000 to be executed in the next 5 years that can be managed and financed from the different government entities and non-governmental. Said investment in the safeguarding of the ICH will allow strengthening aspects of identity, cultural memory, local development of the territory and generate awareness in the population about how important it is to preserve ancestral traditions and ways of life for future generations.

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