

International Centre for the  
Study of the Preservation and  
Restoration of Cultural Property



# ANNUAL REPORT

2016

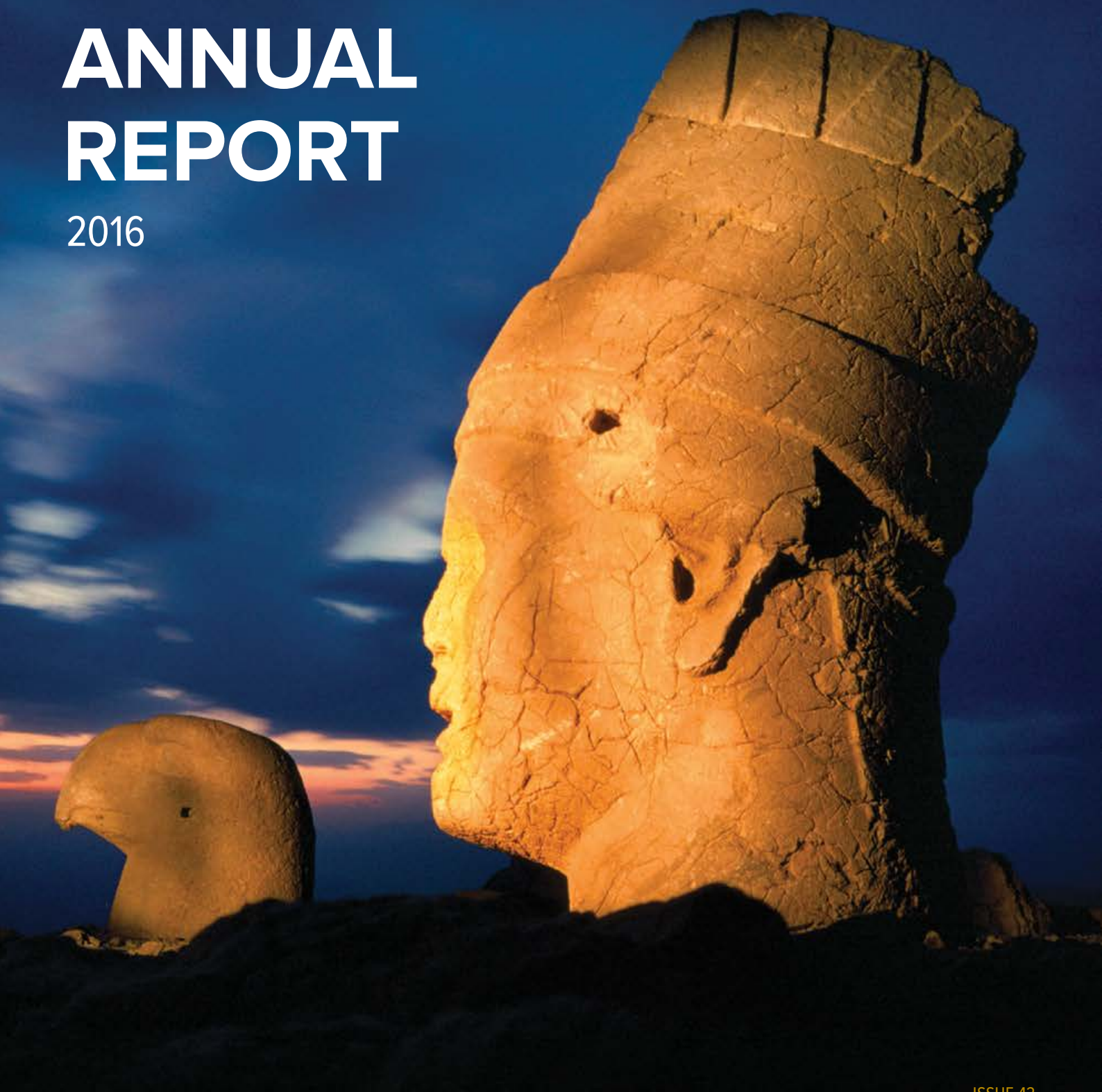




PHOTO: BUDDHA STATUE UNDER RESTORATION, BATTAMBANG, CAMBODIA. © REZA / WEBISTAN, 1996

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PHOTO: STREET ART, SAINT-DENIS, REUNION ISLAND. © REZA / WEBISTAN, 2016

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This Annual Report 2016, Issue 42 reflects activities held in November and December 2015 that were not previously reported.

# SIXTY YEARS OF COLLABORATION

**Serving those on the front lines of cultural conservation**

**Promoting the sustainable management of heritage**

**Keeping heritage on the development agenda**

**Creating diverse learning experiences for practitioners**

**Building bridges across disciplines, sectors and regions**

**Spotting trends, opportunities, challenges and solutions**

**Safeguarding collections from time, conflict and natural disasters**

**Promoting free and open access to knowledge and information**

**Devoting ourselves to all forms of culture, everywhere**



ICCROM



PHOTO: MUSIC GROUP AT SABRATHA THEATRE, LIBYA. © REZA / WEBISTAN, 2000

## ICCROM PAST, PRESENT AND FUTURE

The International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM) is an intergovernmental organization created to promote the conservation of all forms of cultural heritage, in every region of the world.

Its mission is to provide Member States with the best tools, knowledge, skills and enabling environment to preserve their cultural heritage in all of its forms, for the benefit of all people. Through its work, ICCROM contributes to the environmental, social and economic sustainability of communities.

ICCROM envisions a world in which cultural heritage – its preservation, protection and celebration – is inextricably linked with notions of progress, inclusivity, well-being and stability.

Yet today cultural heritage is at a crossroads, threatened by destruction through conflicts and natural disasters, as well as by slow deterioration and neglect. ICCROM is ready to respond.

Working on the front lines of conservation, nationally and internationally, and with institutions and professionals on the ground, ICCROM commits to:

.....

**Studying**  
and promoting cultural  
heritage conservation

**Mobilizing**  
and coordinating expertise  
to address critical issues  
of conservation

**Providing**  
the training, research and  
implementation tools to  
strengthen the professional  
community



## MESSAGE FROM THE DIRECTOR-GENERAL

Dear colleagues and friends of the ICCROM community,

Open the newspaper, log on to social media. Cultural heritage is everywhere – making the headlines, feeding debate, often in relation to disturbing or tragic events. Heritage has the world's attention, now more than ever.

To those of us within the heritage community, this is not a surprise. We have always known of cultural heritage's capacity to contribute to nation-building and to sustainable and resilient societies, all vital in this period of global uncertainty. We have seen that every country can claim a cultural legacy with a "soft power" to produce good will and understanding both within and beyond its borders. We take as fact that culture and its conservation are powerful resources in our collective quest to end poverty and inequality through global commitments such as the UN Sustainable Development Goals.

Yet paradoxically, for these very reasons, cultural heritage is under attack in many parts of the world. In others, it suffers from indifference, neglect and the combined impact of demographic pressures and natural disasters.

In this context, ICCROM is dedicated to demonstrating the relevance of cultural heritage and its benefit to the collective good. Take as examples the meeting we organized with the Libyan Department of Archaeology, UNESCO and the US Embassy to Libya to devise an action plan to protect Libyan heritage; our participation in the Yale summit to promote heritage protection through cross-disciplinary partnerships between visionary institutions; or our involvement in the Abu Dhabi conference, spearheaded by France and the United Arab Emirates with the participation of several Member States and private foundations, that launched a cultural heritage fund for antiquities endangered by conflict.

Our role is also to draw attention to Member States' efforts, such as the war-damaged Syrian sculptures that Italian experts recently returned to their home after a partial reconstruction. Though a source of polemics in the restoration community, reconstruction is an issue that ICCROM cannot shy from or abandon. Reconstruction is ever more important – even imperative in cases of total destruction. Cities, if wounded, must regenerate if people are to continue to live there, or to return. Communities faced with the pressure to rebuild will have to consider damaged and destroyed heritage. Often the question will be not whether heritage is reconstructed, but how.



Yet that reconstruction must balance the needs of people along with their heritage. People are repositories of intangible heritage, stewards of the memories and cultural practices associated with sites and objects. They also must be seen and heard, their knowledge tended to and preserved. Here too, ICCROM has a role to play, one that goes beyond technical training. We are facilitating debate about means, methods and techniques, as during an international conference we co-organized at the Louvre Lens Museum in early 2017. We are investigating solutions that involve communities, as with our participation in international conferences on the city museum's role in integrating and supporting refugees. We are highlighting well-considered practices based on documentation and evidence, advancing research, even showcasing the innovative use of modern materials and technologies to give an idea of heritage that once was.

At the same time, we are readying ourselves internally to be a leaner, smarter institution. ICCROM is transforming around the principles of results-based management, to create a more direct, traceable line between our performance and real needs expressed by Member States. This process will ensure that our business practices and workflows meet the highest standards of transparency and efficiency, and that investments in ICCROM yield measurable benefits where they most count – on the ground.

A handwritten signature in blue ink, which appears to read "Stefano De Caro".

**Stefano De Caro**



PHOTO: BASILICA OF LEPTIS MAGNA, LIBYA. © REZA / WEBISTAN, 2000



# SPECIAL FEATURE IN DIALOGUE WITH OUR HOST COUNTRY



The Headquarters Agreement signed between UNESCO and Italy on 27 April 1957 gave a home to a new organization, ICCROM. Sixty years have now passed, and the dialogue with ICCROM's host country is arguably now more important than ever.

Today, Italy is taking a leading role in cultural heritage protection at the international level, a role made clear through multiple diplomatic and humanitarian developments. This aspect of Italy's foreign policy and cultural diplomacy is both the *raison d'être* and explanation for ICCROM's location in Italy. The year 2016 saw many opportunities for collaboration between ICCROM and its host country on these vital themes.

Italy is deeply committed to heritage protection, and its strong engagement in the Mediterranean region is a main pole of its international policy. Both directly and through coordination, ICCROM's host country supports nations in the southern Mediterranean through humanitarian assistance and capacity building. In late 2015, through Italian funds allocated to UNESCO, and in collaboration with the National Heritage Institute in Tunisia, the ICCROM-ATHAR Regional Office organized a joint training initiative addressed to Libyan and Yemeni professionals on preventive conservation and risk preparedness for cultural heritage. In the same framework, ICCROM and UNESCO organized a conference on safeguarding Libyan cultural heritage sites in May 2016 (see *Cooperation: Projects in Focus*). And in October, Libyan professionals participated in an ICCROM-ATHAR leadership course with other experts from the Arab region on first aid and risk management in crises (see *Training: Projects in Focus*).

In its latest strategic cycle, ICCROM has focused strongly on disaster preparedness. Following multiple earthquakes in Central Italy in 2016, ICCROM leveraged its long-standing cooperation with Japan to bring visibility to Italy's rescue of damaged heritage. In October, Eisuke Nishikawa, the new seismic expert on secondment to ICCROM from Japan, joined the Architectural Institute of Japan in a bilateral survey of buildings in the historic city of Amandola, 30 km north of the earthquake epicentre. Afterwards, Dr Nishikawa presented the mission findings at a conference entitled *Prevention of Seismic Risk in Italy and Japan*, organized by the Italian Ministry of Foreign Affairs and held at the Italian Chamber of Deputies on 1 December 2016.

In the 60 years of ICCROM's presence in Italy, the collaboration framework has greatly evolved. Born at the aftermath of the Second World War, ICCROM was called – in the first years of its activity – to address the issues of the post-war reconstruction, issues supported strongly by Italian institutions. In the early 1960s, ICCROM contributed to international campaigns in which Italy was a driving force — recovery from the Florence floods, the transfer of the Abu Simbel monument and other initiatives as well. In more recent years, as Italy has strengthened its cultural diplomacy beyond its borders, ICCROM has offered an ideal platform for joint initiatives in a worldwide scenario, addressing the growing complexity of the themes proposed by cultural heritage.

# OUR WORK



PHOTO: BAS-RELIEF WITH POLYTHEISTIC SYMBOLS DATING TO KING NIMROD, URFA, TURKEY. © REZA / WEBISTAN, 2000





PHOTO: HEAD OF ALEXANDER THE GREAT SCULPTURE DISCOVERED AMIDST ROMAN VILLA RUINS, ALEXANDRIA, EGYPT. © REZA / WEBISTAN, 1996

## TRAINING: OVERVIEW OF ACTIVITIES

The conservation professionals who participate in ICCROM training are themselves among the courses' greatest assets. Each brings a unique knowledge, experience and cultural legacy to discussions, and leaves with new ideas and approaches, informed by others.

The 2016 CollAsia Course on Conserving Textiles and Costumes, funded by Korean Cultural Heritage Administration (CHA), exemplifies this commingling of realities. Held in Guatemala, a country known for its rich heritage collections and practices, the ICCROM course gathered experts from Southeast Asian countries and Guatemala, for learning and interregional cultural exchange. Participants in this first CollAsia course in Latin America discovered how other regions care for textile heritage and gained the confidence to take a critical approach to conservation using local resources and knowhow (see Special Feature: Common cultural traditions connect distant regions).

In 2016, ICCROM's First Aid to Cultural (FAC) Heritage training made further headway in persuading – and preparing – the international community to consider cultural heritage preservation alongside humanitarian responses to disasters. In partnership with the Smithsonian Institution

in Washington, DC, ICCROM held a FAC course that prepared participants to protect cultural heritage during complex and multi-layered emergencies with an aim to promote recovery, conflict resolution and risk reduction. Twenty-one professionals from 17 countries took part in this intense and hands-on experience, learning to adopt the approach of the humanitarian aid sector and act in coordination with other relief workers.

Amplifying the course's reach, many participants have committed to replicate it or to implement cultural first aid and rescue projects in their home countries. The Cultural Emergency Response Programme of the Prince Claus Fund stimulates these initiatives through support and funding of a number of them. This partnership with the Prince Claus Fund has already yielded learning materials, two online publications and 27 follow-up workshops in 20 risk-prone countries organized by former participants. This in turn has expanded the network of cultural first aiders who can be deployed in risk-prone regions, as well as the partnership base for cultural emergency response.

Another kind of threat to heritage is urbanization and infrastructure development. This was the focus of ICCROM's

regular training on Heritage Impact Assessment (HIA), jointly organized with the World Heritage Institute of Training and Research for the Asia and the Pacific Region (WHITRAP–Shanghai Centre). The course prepares countries with properties on UNESCO’s World Heritage list to determine how heritage could be affected adversely by potential development projects that may impact on Outstanding Universal Value (OUV).

In response to increasing interest in HIA courses, in October 2016, ICCROM and WHITRAP organized a training course in the Philippines, and ICCROM and the African World Heritage Fund (AWHF) organized a training course in Zanzibar (United Republic of Tanzania). Participants learned about legal frameworks and management, monitoring and reporting for World Heritage Sites, and using HIA as a tool for evaluating factors affecting both World Heritage sites and other heritage assets (see Activity in Focus: Heritage Impact Assessment).

In 2016, ICCROM also saw greater demand for its RE-ORG programme, which helps museums regain control of and protect collections that are hidden away in storage. While Canada and Belgium pursue their national RE-ORG strategies, new country requests in 2016 led to workshops in Greece, India and Algeria. In these workshops, museum professionals collaborate in real contexts to solve common challenges: overcrowded storage rooms, objects on the floor, lack of organization and inventories etc. The practicality of the methodology and workshops leaves participants with a new sense of ownership over the process of protecting their collections.

“Outstanding Universal Value means cultural and/or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity.”

Operational Guidelines for the Implementation of the World Heritage Convention, 2005, art. 49.



Course participants in MENA region

**132**



Experts engaged

**163**



Course participants

**552**



Nationalities represented

**101**

Course participant gender breakdown



**54%**

Male

**46%**

Female

## TRAINING: PROJECTS IN FOCUS

### Disaster and Risk Management

#### **Training of Trainers: Preventive Conservation and Risk Preparedness for Movable and Immovable Cultural Heritage, Tunis, Tunisia**

In collaboration with UNESCO Cairo and the National Heritage Institute in Tunisia, ICCROM-ATHAR implemented a Training of Trainers: Preventive Conservation and Risk Preparedness for Movable and Immovable Cultural Heritage in October 2015 in Tunis. The course built on ICCROM's capacity building experience in preventive conservation, risk mitigation, documentation and first aid to cultural heritage. Professionals learned about managing threats to cultural heritage caused by emergencies, the latest rapid documentation techniques, preventive measures for heritage protection, in situ conservation for immovable and movable heritage, and disaster and risk preparedness and management. Thirty Libyan professionals from the Libyan Department of Antiquities, Historic Cities Authority, Civil Defense and non-governmental organizations (NGOs) participated, together with two professionals from Yemen (see Special Feature: Interview with Hassan Aideded).

#### **Training of Trainers: Protection of Yemeni Heritage in Times of Crisis, Amman, Jordan**

In December 2015, ICCROM-ATHAR and the UNESCO Office in Doha held a training of trainers on heritage protection in crises. Participating were Yemeni professionals from the General Organization of Antiquities and Museums, the General Organization for the Preservation of Historic Cities in Yemen and the Social Development Fund. The meeting aimed to create a national team that could help protect heritage in Yemen. The Yemeni team presented the current condition of cultural heritage being destroyed in their country, describing efforts to support, restore and rehabilitate affected buildings. ICCROM-ATHAR provided learning tools on risk assessment that will serve as resources for trainers in Yemen. Course participants will conduct future activities in Yemen, with advice provided by ICCROM-ATHAR.

#### **Eleventh International Training Course on Disaster Risk Management of Cultural Heritage, Kyoto, Kobe and Sasayama, Japan**

This year's course, held in September 2016, focused on protecting cultural heritage from risks posed by natural disaster and climate change. Ritsumeikan University in Kyoto, Japan organized the course, which explored the hazards of rising seas and changing meteorological patterns, and provided interdisciplinary training for participants to analyse the vulnerability of cultural heritage to natural and man-made hazards. Participants learned to develop integrated management systems for disaster risk management, prevention, mitigation and preparedness before disaster

strikes, along with effective responses during and post-disaster. At the end of the course, participants outlined a disaster risk management plan for a cultural heritage site in their own country.

#### **RE-ORG, Assam State Museum, Guwahati, India**

The first RE-ORG project of 2016 took place at the Assam State Museum in March 2016. Part of a campaign launched by Sh. Preetom Saikia, Commissioner and Secretary to the Government of Assam, Cultural Affairs Department, RE-ORG Assam aimed to bolster the network of professionals in India who can apply the RE-ORG method. Participants relocated more than 2 400 objects and created four storage units dedicated to archaeological and ethnographic objects, paintings and natural history specimens. A temporary exhibition, "#REORG\_ASSAM: The REORG discoveries," was organized as part of the event.

#### **RE-ORG, Atlantic Canada**

From October 2015 to October 2016, six museums and galleries from Canada's Atlantic region worked on a storage reorganization project to improve access to collections as part of the Canadian Conservation Institute's (CCI) RE-ORG: Canada Programme. These museums are using the new RE-ORG Workbook, a publication forthcoming on ICCROM's website in English, French, Spanish and Portuguese. In March 2016, participants gathered at the Colchester Historeum in Truro, Nova Scotia for an intensive, hands-on workshop followed by a one-day conference. Participants reorganized a storage area that contained approximately 10 000 objects. The third edition of RE-ORG: Canada was launched in Quebec in September 2016 and completed in November 2017.

#### **International RE-ORG Seminar: Reconnecting with Collections in Storage, Brussels, Belgium**

For over 80 years, museum professionals have sought to ensure that collections in storage can be looked after and accessible. The search for an answer brought 200 museum professionals from 28 countries and 107 institutions to Brussels in September for the International RE-ORG Seminar. Attendees signed a recommendation which urges national and international institutions to take measures to preserve collections in storage, and underlines the opportunity for communities to reconnect with their heritage.

#### **RE-ORG, Brussels, Belgium**

Coordinated by the Royal Institute for Cultural Heritage, RE-ORG Belgium was launched in April 2015 and will continue until June 2017. Belgian professionals from seven museums were trained in the RE-ORG method at a workshop at the Royal Museums of Art and History in late 2015. Guided for six months by the RE-ORG Belgium coordination team, these museums then reorganized their own storage rooms. In a second phase, each will in turn help another institution to implement the method. The aim is to reorganize 15 storage rooms in Belgium and train 38 RE-ORG professionals by June 2017.

### **Rapid Assessment for At-Risk Mural Paintings, Bagan, Myanmar**

The archaeological site of Bagan is home to more than 2 500 temples and monuments containing exquisite but highly vulnerable wall paintings and decorative stucco. In June 2016, ICCROM held a ten-day workshop, “Rapid assessment methods for mural paintings,” to determine the site’s conservation priorities through a rapid damage and vulnerability assessment of the structures and their murals. The workshop and local team together developed a system to document the priorities visually. This system is designed to capture local knowledge, support the development of an action plan for conservation in Bagan and communicate needs to the Myanmar Government and other relevant institutions. Thanks to this course, lines of contact were reinforced between ICCROM and the Myanmar Government in advance of the August earthquakes, which damaged the site.

### **First Aid to Cultural Heritage in Bagan Archaeological Area: A Community-based Training of Trainers, Myanmar**

In August 2016, a violent earthquake hit central Myanmar, leading to loss of life and damaging Bagan. In most disasters, communities are the first to protect cultural heritage, as it is linked to identity and provides a thread of continuity. Yet these responses should be organized and coordinated with those of the heritage institutions officially in charge. To that end, in September 2016, UNESCO, ICCROM and Myanmar’s

Department of Archaeology and National Museums prepared 18 trainers to assess and work in damaged structures at the Bagan archaeological site. Together, participants defined religious and heritage values, and learned to document damage, plan logistics for salvage and stabilization, reduce risks to the site and cooperate with institutional actors and community-based organizations. Eighteen trainers trained 89 volunteers who developed a workflow for initial damage assessment and site safety along with a tailor-made strategy for training volunteers from different backgrounds on-site.

### **Assessing Risks for Museum Collections: Preparedness and Establishment of Emergency Contingency Plans, Sharjah, United Arab Emirates**

ICCROM-ATHAR designed a knowledge and capacity building course on mitigating risks faced by museum collections in times of crisis. Aimed at professionals working in cultural heritage conservation, particularly within museums, the course introduced concepts and tools relevant to assessing risks and devising emergency preparedness and response plans. The course addressed crises befalling museums throughout the Arab region – deliberate human destruction, natural disasters and negligence. There were two parts to this course, one for Emiratis and Syrians from 2-6 October, and another for Iraqis from 9-13 October.



PHOTO: TEMPLES AT BAGAN, MYANMAR

## Material Science and Technology

### **International Course on Japanese Paper Conservation (JPC), Tokyo, Kyoto and Mino, Japan**

ICCROM offers a series of courses looking at culture through the lens of the materials used, how they are processed to become cultural heritage, how they deteriorate and how to conserve and restore them – all within a specific context. The National Research Institute for Cultural Properties (NRI) hosted the 2016 edition of the annual ICCROM JPC-Japanese Paper Conservation course from August to September. The three-week training offered professionals from around the world insight into the materials and techniques of Japanese paper-mounting and into the principles guiding the care of such collections in Japan. The course also aimed at building bridges between Japanese and Western paper conservation traditions, and at exploring how the Japanese approach, materials and techniques apply to non-Japanese cultural heritage.

### **International Course on Wood Conservation Technology in Norway**

In May/June 2016, the 17th International Course on Wood Conservation Technology was held in Oslo, Norway, at the headquarters of the Norwegian Directorate for Cultural Heritage (Riksantikvaren). Participants from 20 countries reviewed theoretical and practical aspects of wood conservation through lectures, site visits, demonstrations and hands-on activities. They visited a forest reserve to learn how local conditions affect the quality and properties of lumber for use in wood construction and conservation. Participants also studied three Norwegian stave churches and took part in a two-day conference on their conservation.

## World Heritage

### **Conservation of Built Heritage, Rome, Italy**

In March/April 2016, participants from 17 countries met at ICCROM headquarters for a course on built heritage conservation and management. Through eight intensive weeks of lectures, group work, discussions and site visits, participants worked their way through seven course modules on built heritage conservation, including definitions of heritage, management systems, documentation, condition assessments and treatments, visitor management and interpretation, and a special module on Heritage Impact Assessment, or HIA (see Activity in Focus: Heritage Impact Assessment).

### **World Heritage Monitoring, Beijing, China**

In collaboration with the Chinese Academy of Cultural Heritage, in June ICCROM organized a course on managing and monitoring World Heritage Sites with special reference to China, at the Summer Palace World Heritage Site in Beijing. This course, facilitated primarily by resource persons from China, was aimed at professionals working at World Heritage properties in China and abroad. It covered current thinking, trends and approaches to management of cultural World Heritage properties, with a focus on monitoring.

### **Nature-Culture Linkages in Heritage Conservation in Asia and the Pacific, Tsukuba, Japan**

This two-week course on agricultural landscapes was held at Tsukuba University in September 2016. It included lectures on nature-culture linkages in the context of agricultural landscape conservation; management, implementation and governance in agricultural landscapes; the Japanese experience with conserving agricultural landscapes; community-based conservation; and traditional knowledge systems. Participants visited UNESCO World Heritage properties Shirakawa-go and Gokayama, and other agricultural landscapes. The course is part of the World Heritage Capacity Building Strategy (2011) to promote linkages between nature and culture in managing World Heritage Sites.

## People-Centred Approaches to Heritage

### **Promoting People-Centred Approaches: Engaging Communities in the Conservation of Nature and Culture with ICCROM and Southeast Europe**

In October 2016, Albania's Ministry of Culture and the Former Yugoslav Republic of Macedonia gathered experts from the natural and cultural heritage sectors of seven southeast European countries in Tirana, Albania to discuss how communities contribute to and benefit from heritage. ICCROM's People-Centred Approaches to the Conservation of Culture and Nature course gave practitioners knowledge and tools to engage communities in conservation and management. The ultimate goal was to empower communities to participate in decision-making around heritage. The mixed natural and cultural heritage of the Ohrid Region is particularly appropriate for advancing participatory heritage management. In fact, the Natural and Cultural Heritage of Ohrid Region World Heritage Property and its potential transboundary extension were a case-study visit during the course.

## Regional Cooperation

### **International CollAsia Course on Conservation and Use of Southeast Asian Collections, Bandung, Indonesia**

Balancing access to collections with conservation needs was the theme of this CollAsia course held in February as part of the same course series as the November 2016 Guatemala workshop (see below). Both materials and values change over time, and the preservation of links between intangible and tangible dimensions of heritage is tricky but vital. The international, interdisciplinary group ICCROM assembled in Bandung addressed these and other issues by reviewing examples of the values and stories embedded in objects. Discussing and practicing risk management for cultural heritage helped tease out ideas about threats requiring mitigation. As many museums and archives lack institutional memory, participants were encouraged to practice documenting their own work during the course to harvest and organize the collective experiences of the institution. Participants from the ICCROM-ATHAR network joined a CollAsia activity for the first time.





PHOTO: COURSE PARTICIPANTS AT SENMAIDA RICE TERRACES AGRICULTURAL LANDSCAPE, NOTO PENINSULA, JAPAN

### **Regional Leadership Course in First Aid and Risk Management for Cultural Heritage in Times of Crisis, Sharjah, United Arab Emirates**

In October 2016, ICCROM-ATHAR held this month-long leadership programme training for 33 professionals from the Arab region looking to improve conservation in crisis situations. Many came from war-stricken countries such as Iraq, Libya, Syria and Yemen, where cultural heritage is experiencing an unprecedented wave of destruction. International experts provided capacity building training, in the goal of building national emergency response teams. Topics included understanding risks and initial condition damage assessment, community-based approaches and team building. Together with its partners, ICCROM-ATHAR will follow up with assistance to participants on projects in their country of origin.

### **Cultural Heritage Protection in the Asia-Pacific Region**

ICCROM and partners organized a four-week course for heritage practitioners from Asia and the Pacific on Cultural Heritage Protection in the Asia-Pacific Region: Research, Analysis and Preservation of Archaeological Sites and Remains. Held in Nara, Japan in September 2016, the course taught practitioners from the Asia-Pacific region principles and methodologies for

archaeological sites and remains, along with techniques for protection, recording and analysis, preservation, management and use.

### **LATAM Course on Stone Observation, Documentation and Diagnosis, Archaeological Site of Chicanná, Campeche, Mexico**

In October 2016, the third LATAM course on stone conservation, given in collaboration with the National Institute of Archaeology and History (INAH), took place at the Maya archaeological site of Chicanná (Campeche, Mexico), and focused on observation, documentation and diagnosis. Participating archaeologists, architects, conservators and geologists used the site as a case study. Given the lack of training on stone conservation in Latin America, this modular course was designed to strengthen methodological approaches and to foster communication between conservation professionals in the region.



PHOTO: TRADITIONAL WEAVING, GUATEMALA

A close-up photograph of a person's hands weaving on a traditional wooden loom. The loom is made of light-colored wood and has several threads of different colors (red, blue, green, yellow) stretched across it. The person's hands are visible, and they are wearing a gold bracelet on their right wrist. The background is slightly blurred, showing more of the loom and the person's legs.

## SPECIAL FEATURE

# COMMON CULTURAL TRADITIONS CONNECT DISTANT REGIONS

The concept of South-South cooperation – the exchange of resources, technology and knowledge between countries of the Global South – has been influencing international cooperation for more than two decades. During this time, ICCROM has created opportunities to address concerns common to many regions of the South, while at the same time celebrating the beauty of diversity with heritage practitioners from around the world. These acts of solidarity and professional exchange have been vital to developing a strong and relevant conservation profession.

In 2016, ICCROM renewed its commitment to this very special type of cooperation in the context of its CollAsia programme. Working with a broad range of professions within the heritage sector, CollAsia has as its mission to improve the conservation conditions of Southeast Asian collections. It was therefore with a great sense of exploration that the November 2016 CollAsia course Conservation of Textiles and Costumes in Collections in Southeast Asia was carried out, not in Southeast Asia, but at the Casa K'ojom Museum in Antigua, Guatemala.

The thinking was quite straightforward. In addition to geographic regions, the world can also be seen as hosting cultural regions. Common traits of heritage in materials, techniques and use are found in surprising locations. As an example, the textile heritage of Guatemala in Central America shares many characteristics with Southeast Asian textiles and costumes. The November course was lively, with practices such as the blackstrap loom and dyeing coming to life through object-based learning, a staple of CollAsia activities. A heavy reliance on group work and discussions mixing colleagues and experiences from different contexts provided practical points of encounter.

Fertile ground for learning sprang from shared technical characteristics between Southeast Asian and Guatemalan heritage. As a prominent World Heritage town, Antigua shares many features and contexts with Southeast Asia, where the pressures of tourism and urban development impact living craft traditions, including textile production and use. In both contexts, questions of continuity, ownership and intellectual property rights are intertwined with the role and identity of heritage collections in different institutional contexts.

Particularly encouraging to see were the cross-sector, inter-regional exchanges, both professional and personal. The attendees included a textile conservator from Egypt, a curator of a costume collection in Buenos Aires and a director of the national museum in Guatemala, as well as researchers and practitioners from all over Asia.

Peer learning among colleagues in a South-South setting maximizes the potential of the knowledge bases in different regions. Through ICCROM's worldwide reach, it also contributes to the development of the profession the world over. Generic concepts of international standards give way to new approaches and ways of working together. In sum, experiences from around the world have the chance to be put to wider, even unexpected uses.

## KNOWLEDGE: OVERVIEW OF ACTIVITIES

ICCROM is at its heart a knowledge organization. Since its foundation in 1956, one of its core missions has been diffusing, monitoring and stimulating new conservation research. A key tool for knowledge sharing is ICCROM's website, a window for course and activity updates and for new knowledge resources for conservation specialists. An upgrade of the website began in 2016 to facilitate access to knowledge, highlight library resources and integrate social media channels and future technologies into a more robust web platform.

In 2016, ICCROM launched a new Heritage Science website section to share more widely its work stemming from the 2013 Forum on Conservation Science. Here visitors will find resources concerning sector trends and challenges, as well as articles and publications, think-tank reports, interactive graphics and survey data. A key resource is the Open Access volume of position papers ICCROM coordinated and published with the International Institute for Conservation of Historic and Artistic Works (IIC) (see below).

The new ICCROM-UNESCO publication *Endangered Heritage: Emergency Evacuation of Heritage Collections* is another instance of knowledge sharing. Available for free download from ICCROM's website, *Endangered Heritage* is a handbook that offers a simple, field-tested workflow for the emergency evacuation of valuable objects, drawing on know-how arising from ICCROM's activities in disaster and risk management.

ICCROM has historically shared research resources with its public through the wealth of study collections held in its library and archive. These materials, constantly updated with new acquisitions, provide a snapshot of conservation over the past sixty years, with trends traceable decade by decade and in different world regions. As an example, the ICCROM Archive made a substantial new acquisition in 2016 from Arcotech studio – the professional archive of Professor Giorgio Torraca, chemist and pioneer of conservation science, and long-time ICCROM colleague.

As technology facilitates information sharing, the library is keeping pace with a new portal to online periodicals on the Electronic Periodicals Library (EZB) and to Open Access research materials on its catalogue interface. These links greatly increase the range of online resources offered at the library. ICCROM has continued with its bibliographic records sharing to the Bibliography of the Conservation Information Network (BCIN network) of conservation institutions worldwide, and has also expanded library collaborations through a shared catalogue window with the URBIIS network. This window for researchers provides a glimpse into the collections of foreign academies in Rome.



PHOTO: YOUNG MAN IN UMM DURMAN, SUDAN. © REZA / WEBISTAN, 1989

## KNOWLEDGE: PROJECTS IN FOCUS

### E-RIHS: A New Heritage Research Infrastructure

Launched in March 2016, the European Research Infrastructure for Heritage Science (E-RIHS) is a project supporting research on heritage interpretation, preservation, documentation and management. ICCROM served as an institutional advisor during the initiative's pre-operational phase, which ended in January 2017. Among other goals, ICCROM will help E-RIHS assemble a worldwide network of affiliated partners. The initiative aims to put state-of-the-art tools and services at the disposal of interdisciplinary research communities that advance understanding and preservation of cultural heritage. It will address both cultural and natural heritage.

### Opening Access to the ICCROM Library

The ICCROM Library has made good on its commitment to Open Access through a series of innovations that bring more information resources on heritage conservation to researchers, wherever they may be. ICCROM has now upgraded the Library Catalogue, which features a New Acquisitions link and a search screen for ICCROM Library holdings. Also, the catalogue interface now links to online resources – both conservation-related and general interest – that provide access to hundreds of thousands of online documents. These links include the Directory of Open Access Journals and Directory of Open Access Books; UNESDOC portal; Europeana portal; International Council on Monuments and Sites (ICOMOS) Open Archive; Getty Research Portal; and Directory of Open Access Repositories, among others. Access to multilingual texts is now offered through sites such as CCI, the HAL Open Archive, the Office for Museum Cooperation and Information (OCIM), the Latin American Institute for Museums and Parks (ILAM) Docs and the Digital Assets Repository at the Bibliotheca Alexandrina in Egypt, with full-text resources in Arabic.

### Future Directions in Conservation Science

ICCROM has partnered with IIC to publish a volume of position papers outlining new paradigms for science to better address the needs of the conservation sector and to make responsible, valuable contributions to society. The articles build upon findings from the ICCROM Forum 2013 on Conservation Science, an initiative of ICCROM and 15 other leading heritage institutions from around the world. The volume offers a critical analysis of how to improve educational pathways, develop tools for needs assessment and outcome

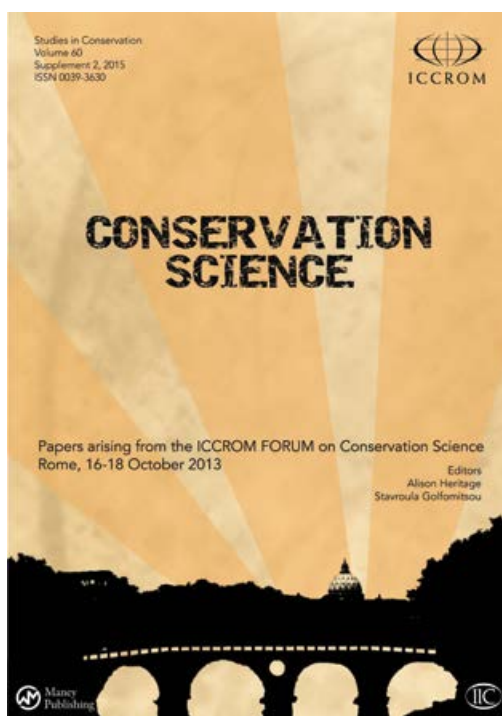
evaluation and engage the public and policy makers. The collected papers are presented as an Open Access volume of *Studies in Conservation*, which is available via a new section of the ICCROM website dedicated to Heritage Science.

### More Online Resources on Offer

To provide cost-effective online periodical literature, ICCROM Library has joined the EZB platform, partnering with Universität Regensburg, Germany. This platform is a window to a range of electronic journals – many of them Open Access – licensed by over 600 academic libraries. For researchers in Rome, ICCROM Library has partnered with the URBiS network of foreign academies in Rome. ICCROM's bibliographic records are now pooled on a single search platform with 15 other international libraries, including the American Academy of Rome, the British School at Rome, the École française de Rome, German Archaeological and Historical Institutes, the Bibliotheca Hertziana, and others. At the same time, the ICCROM Library remains committed to its participation in the BCIN network of worldwide conservation libraries. It has recently uploaded ca. 10 000 new bibliographic records to the shared catalogue, bringing the BCIN total to over 200 000 items. These library records-sharing projects multiply the power and reach of bibliographic searches while also promoting ICCROM's name recognition amidst new pools of researchers.

### Multi-national Research with InterPARES

The ICCROM Archives continue to collaborate with International Research on Permanent Authentic Records in Electronic Systems (InterPARES) Trust's Transnational and European Teams for a multi-national research project on digital records and data entrusted to the Internet, specifically the Cloud. In 2016, ICCROM was involved in the project "Policies for recordkeeping and digital preservation. Recommendations for analysis and assessment services", led by Italian intellectual property partners, Università degli Studi di Roma La Sapienza – DigiLab, Università degli Studi di Udine, Tuscany Region, Emilia Romagna Region and the Italian Securities and Exchange Commission (CONSOB). Within this project, ICCROM developed two reports: "Policies for records management and digital preservation at the European Union" and "Spanish legislation on records management and digital preservation."



### The Growing ICCROM Archives

The Arcotech studio has donated the archive of Professor Giorgio Torraca to ICCROM. The archive, declared an Italian asset of cultural interest, documents projects on the restoration of architectural and archaeological sites of primary importance. Considering that ICCROM holds records previously produced between 1965 and 1986 by Prof. Torraca, the donation of this archive (spanning 1986 to 2010) allows ICCROM to offer almost 50 years of documentation on conservation science in one place. The donated archive is composed of 35 linear meters of paper and digital textual records, architectural drawings, around 7000 images (both analogue and digital) and approximately 4500 heritage samples of mural paintings, plasters, stone, etc. The material samples are a unique resource, as the taking of samples is nowadays prohibited in many of the heritage sites documented in this collection.

Iraq and Syria; and reconstruction of the Mostar Bridge. The exhibition was an initiative of the State Museums, in collaboration with the city of Mantua, Istituto Superiore per la Conservazione ed il Restauro, Carabinieri Command for the Protection of Cultural Property, Università degli Studi di Milano, Università di comunicazione e lingue (IULM), Ducal Palace, Diocese of Mantua, Monuments Men Foundation and ICCROM.

### Integrating Documentation in Heritage Management: An Introduction to the Use of Geographic Information Systems, Sharjah, United Arab Emirates

As part of the Informed Conservation Series of short courses, 15 professionals from Egypt, Jordan, Oman, Sudan and United Arab Emirates gathered in March 2016 at the ICCROM-ATHAR Regional Conservation Centre in Sharjah for a course on



PHOTO: BARGELLO MUSEUM AFTER THE 1966 FLOODS, FLORENCE, ITALY – ICCROM ARCHIVES

### Supporting the Mantua Archaeological Museum, Mantua, Italy

The ICCROM Archive contributed images to the “Saving Memory” exhibition, an initiative of the State Museums of Lombardy and partners. Inaugurated in March, the show at the Archaeological Museum of Mantua, Italy, presented images, documents, movies and testimonials of heritage that was damaged by man-made and natural disasters. The images included documentation of the 1966 Florence flood; the Stele of Axum; the destruction of heritage in Afghanistan, Kosovo,

Geographic Information Systems (GIS), in partnership with the National Council for Tourism and University College London, in cooperation with the Sharjah Heritage Institute. Under the instruction of ICCROM experts from Italy, Spain, the United Kingdom and the United States, participants learned the basic concepts of GIS and its use as a management tool to acquire, analyse and display cultural heritage data. The course included case studies and field exercises gathering GPS data at the Ad-Dour site, where ICCROM-ATHAR has managed a conservation project to stabilize the deterioration of a 1st century temple with the National Council for Tourism and Antiquities, United Arab Emirates’ Ministry of Infrastructure and the Government of Umm Al Quwain.

### Tracking Trends in Heritage Science

There is a compelling need for an evidence-based perspective of the heritage science sector, to inform strategic planning and coordinated action in Member States. ICCROM has responded to this key gap through monitoring a select number of key indicators, so as to provide a consolidated worldwide overview. The first steps taken in 2016 were mapping research networks and their impact, and gaining an overview of science policies in different world regions that might enhance research and policy collaboration. The goal was to spot priority needs and challenges on the horizon, and inform strategies for sector health and ongoing care of cultural heritage through science.

### Fasti Online

Fasti Online Archaeological Conservation is an international database of archaeological conservation projects. It has an associated peer-reviewed, open-access journal, Fasti Online Documents & Research, Archaeological Conservation that covers everything related to the conservation of archaeological objects and monuments, the use of sites and archaeological collections. Both were created by ICCROM together with the International Association for Classical Archaeology, Italy. In its first year, Fasti published four articles, including one by ICCROM Director-General De Caro on excavation and conservation at Pompeii. Fasti has forged strategic partnerships to develop tools that facilitate conservation decision-making and the protocols necessary to carry out interventions. Through online dialogue, Fasti partners are sharing scientific knowledge and information on research and conservation activities.



On-site visitors to  
ICCROM library

**1 364**



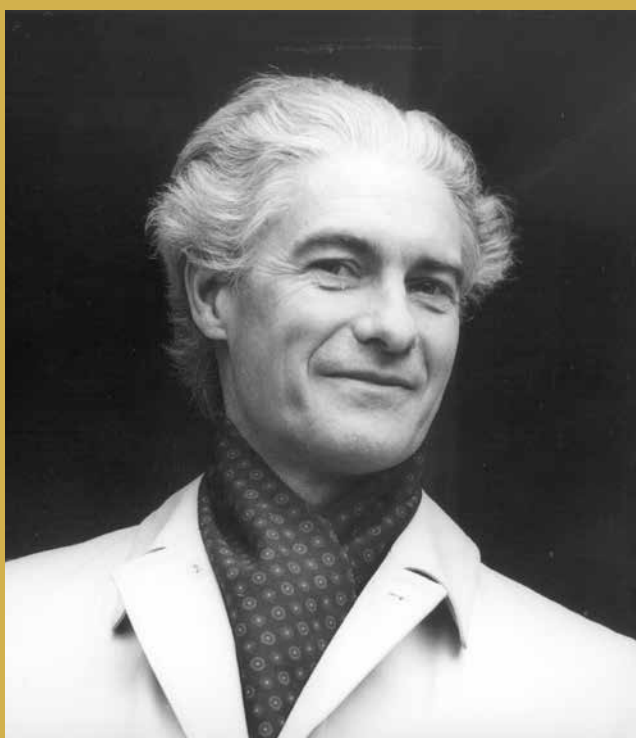
Publications in  
the pipeline

**20**



Library records  
created in 2016

**1 380**



## IN MEMORIAM

### Paul Philippot (1925–2016)

In 2016, ICCROM and the global conservation community lost Paul Philippot, former ICCROM Deputy Director (1959–1971), then Director (1971–1977). As one of ICCROM's founders, Philippot left a lasting impact in the development of ICCROM's training programmes and in shaping international conservation doctrine in the 1960s and 1970s. With doctorates in both law and art history, he had critical insights into conservation theory and its implementation in a multicultural setting. After retiring from ICCROM, Philippot returned to teaching and publishing. He will be remembered as consummate professional and an outstanding teacher, with an acute mind and visual capacity and a lasting influence on the field.



PHOTO: ROMAN MOSAIC AT SABRATHA MUSEUM, LIBYA. © REZA / WEBISTAN, 2000

## COOPERATION: OVERVIEW OF ACTIVITIES

ICCROM's kind of cooperation begins with the people working closest to cultural heritage – scientists, conservators, curators, archivists, researchers and archaeologists. Beyond its regional expert collaborations (ICCROM-ATHAR, LATAM, MOSAIKON, CollAsia), ICCROM meetings and trainings are designed to be a neutral space where a mix of nationalities, sectors, institutions and perspectives come together. Giving heritage professionals the opportunity to cooperate across boundaries invites a critical discovery of their work and avoids the imposition of one approach.

ICCROM courses aim to encourage diversity and cooperation. The FAC training in Bagan, Myanmar had participants from the entire ecosystem of people invested in protecting the archaeological site (see Training: Projects in focus). The February 2016 ICCROM/International Union for Conservation of Nature (IUCN)/ICOMOS Leadership Networks workshop gathered a multi-disciplinary group from across Latin America to strengthen the network of the World Heritage advisory bodies. The goal was to have a diversity of expertise, cultures and opinions represented to advise States Parties to the World Heritage Convention in ICCROM's role as an Advisory Body. And during ICCROM's 2015 General Assembly, ICCROM-ATHAR organized a meeting of Directors of Antiquities, Heritage and Culture from Arab Member States to promote cooperation. Representatives attended from Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Qatar, Saudi Arabia, Sudan, Syria, Tunisia and Yemen.

This spirit of cooperation extends to institutions. After the 2015 Nepal earthquake, ICCROM formed an international

alliance of partners including ICOMOS-International Scientific Committee on Risk Preparedness, ICOM, the Smithsonian Institution and the Prince Claus Fund to assist the Department of Archaeology and UNESCO Kathmandu in assessing damage and enhancing capacity to stabilize over 600 cultural sites and collections. ICCROM was invited by the Government of Nepal and its Department of Archaeology to hold workshops in June 2015 and February 2016 on damage and risk assessment, prioritizing objects for evacuation, workflows for evacuation, salvage and temporary storage and sustainable collections storage. These workshops, which the Norwegian Ministry of Climate and Environment funded as part of the pilot projects of the World Heritage Leadership programme, produced guidelines on recovering damaged cultural heritage and reopening cultural sites.

When this institutional cooperation occurs over the long term, exciting things happen. The community that has flourished since 2006 around ICCROM's Sound and Image Collections Conservation (SOIMA) programme is one example. With a goal of increasing capacity to preserve and access sounds and images, the SOIMA network now has professionals from 109 different institutions and, as of 2016, a new six-year strategy to make the network self-sustaining.

And there are always new collaborations in the making. ICCROM engaged new member countries in 2016 to further encourage international dialogue. ICCROM has paved the way for strong collaboration with the Russian Federation and has also worked towards a deeper engagement with countries in Central Asia.



## COOPERATION: PROJECTS IN FOCUS

### **International Expert Meeting on Safeguarding Libyan Cultural Heritage Funded by the US Department of State through its Embassy in Tripoli**

ICCROM, through its ICCROM-ATHAR Regional Office, is working closely with UNESCO to organize emergency responses in Libya, Syria and Yemen. As part of that collaboration, in May 2016, ICCROM-ATHAR, UNESCO and the Libyan Department of Antiquities held a ground-breaking meeting to identify a national action plan for protecting Libya's endangered cultural heritage, using it to promote peace and reconciliation. During the three-day meeting attendees brainstormed practical ways to engage civil society, customs and security services in protecting Libya's heritage sites and in combating illicit trafficking.

### **MOSAIKON: Conserving Mosaics in Southern and Eastern Mediterranean**

MOSAIKON is a collaboration between ICCROM, the Getty Conservation Institute, the Getty Foundation and the International Committee for the Conservation of Mosaics (ICCM) that works to improve mosaics conservation in the southern and eastern Mediterranean. Through training, research, publications, conferences, unifying approaches and collaborations across heritage professions and countries, the project responds to threats to the region's rich mosaic heritage. In January 2016, Directors of Antiquities and other heritage experts met in Venice to take stock of the programme's results since inception in 2008. In addition to presenting success stories in conserving mosaics in their home countries, attendees set new objectives and activities to support delivery of sustainable results.

### **ICCROM and Japan Sign Memorandum; Paper Courses in Japan, Mexico**

On 14 March 2016, ICCROM and NRICP, Tokyo signed a Memorandum of Understanding (MoU) that consolidates an ongoing collaboration since 1992. One area of cooperation since 2003 has been the annual international trainings on restoration of washi, or Japanese paper. The course, held in Tokyo in September 2016, focused on traditional Japanese paper conservation techniques, materials and tools; and building bridges between Japanese and western paper conservation traditions. The fourth and fifth International Courses on Paper Conservation (JPC) in Latin America: Meeting with the East took place in Mexico City, in November 2015 and 2016, respectively. These courses were co-organized by INAH, ICCROM and NRICP. The ICCROM-NRICP MoU forms the basis for continued implementation of the paper course, as well as other collaborations.



PHOTO: JAPANESE PAPER COURSE IN MEXICO. © CNCPC - INAH

### **ICCROM-ATHAR and Partners Collaborating on Heritage in Times of Crisis**

ICCROM-ATHAR hosted a regional workshop on protecting cultural heritage during crises at its premises in December 2015. In attendance were representatives from Bahrain, Egypt, Jordan, Lebanon, Libya, Morocco, Qatar, Saudi Arabia, Sudan, Tunisia, United Arab Emirates and Yemen. Under the Patronage of His Highness Sheikh Dr Sultan bin Mohammed Al Qasimi, Member of the Supreme Council and Ruler of Sharjah, the workshop allowed experts to discuss the general conditions of cultural heritage in their respective countries, shedding light on the destruction and theft of cultural property. Participants agreed to adopt an action plan to be executed in coordination with ICCROM-ATHAR, the Arab League Educational, Cultural and Scientific Organization and the Islamic Educational, Scientific and Cultural Organization. Participants also committed to devise a mechanism to build on meeting outcomes and to review and assess progress.

### **ICCROM-CHA Forum on Traditional Knowledge Systems in Conservation and Management of Heritage in Asia, Bangkok, Thailand**

ICCROM, together with CHA, organizes an annual forum exploring themes emerging from Asia with implications for heritage conservation and management. The Third Annual Forum on the Applicability and Adaptability of Traditional Knowledge Systems in Conservation and Management of Heritage was held in December 2015 in Thailand. Leading thinkers from the region presented scholarly papers from 16 countries documenting the richness of traditional knowledge systems in the Asia-Pacific region, as well as an overview of similar work in Africa. Knowledge emerging from the annual meetings is being presented in the new ICCROM-CHA Conservation Forum Series and contributes to expertise being amassed on this evolving theme.

### **ICCROM-CHA Forum on National Conservation Policy, Beijing, China**

The 2016 ICCROM-CHA Forum was held in December at Tsinghua University in Beijing with the objective of exploring different national conservation policy and legislation frameworks, comparing and contrasting them in order to identify gaps. Twenty-seven professionals from 15 countries presented papers with a historical overview of their respective countries and the current status of conservation policy.

### **First Aid to Cultural Heritage in Times of Crisis: International Strategies for Ukraine, National Museum of Ukrainian Pottery, Opishne**

Recent events in Ukraine have put museums and heritage sites at risk, creating an urgent need to strengthen local knowledge of disaster risk management. Inspired by a former ICCROM FAC course, the National Museum of Ukrainian Pottery hosted a workshop on First Aid to Cultural Heritage in Times of Crisis in November 2015. The three-day course adapted ICCROM's FAC methodology to Ukraine's challenges. Twenty-eight participants represented a range of museums, cultural institutions and professional organizations operating in regions affected by conflict and risks. The training led to the development of a "First Aiders" network that can be mobilized in an emergency.

## **SPECIAL FEATURE** **ICCROM-ATHAR** **DELIVERING** **IN TIMES OF CRISIS**

It is a challenging time for cultural heritage in parts of the Middle East and North Africa that have seen large-scale devastation, including the desecration and destruction of temples, shrines, cities and monuments.

Now more than ever, ICCROM-ATHAR's work on cultural heritage protection and preservation in conflict areas is needed. A flagship course in 2016 was the Regional Leadership Course on First Aid and Risk Management for Cultural Heritage in Times of Crisis. The month-long course helped cultural heritage conservation managers from the Middle East and North Africa delve into sustainable development, damage assessment, emergency evacuation, conflict analysis and the formation of National Emergency Response teams when participants return to their other countries of origin.

ICCROM-ATHAR is not only addressing cultural heritage in times of conflict, but also supporting the daily work of conservation. In 2016, the centre drafted the Suakin Rehabilitation Project action plan to preserve the Sudanese city's ancient pilgrimage route and to conserve historic structures such as the city's gate and wall. The action plan will be rolled out under a framework of building the country's institutional capacities and developing conservation guidelines (see Special Feature: Suakin, Revitalizing and restoring a historic town).

ICCROM-ATHAR has also been heavily involved in the Ad-Dour Archaeological Site Restoration Project. Located in the Emirate of Umm Al-Quwain, Ad-Dour was the site of a local initiative to restore a badly damaged ancient temple dedicated to the sun god Shamash. The project was implemented in three phases throughout 2016 in collaboration with local and international experts. To further ICCROM's core work of promoting effective and ethical conservation, ICCROM-ATHAR launched a "Best Practice in Conservation in the Arab Region" exhibition in April 2016 (see Public Information and Advocacy: Projects in focus).

Only a few years after opening its doors, the ICCROM-ATHAR has proven vital to fulfilling ICCROM's mandate in the Arab Region by being closer to stakeholders and by leveraging regional collaboration mechanisms and community engagement in a region affected by risks but also with distinct advantages. As such it has become an important force for cultural heritage advocacy, providing substantive logistical and operational support to ICCROM's work in the region.



PHOTO: AHMAD AL-BADAWI MOSQUE, TANTA, EGYPT. © REZA / WEBISTAN, 1996



PHOTO: RESTORING A PAINTING ON LEATHER, ICCROM-ATHAR, SHARJAH, UAE

## ICCROM-ATHAR Centre

The ICCROM-ATHAR Regional Conservation Centre is ICCROM's regional office in Sharjah, United Arab Emirates. ICCROM and the Government of Sharjah established it in 2012, and the Headquarters Agreement was signed with the United Arab Emirates Government in 2005. In partnership with Arab Member States, ICCROM-ATHAR aspires to protect the cultural heritage of the Arab region and to broaden access, appreciation and understanding of its history. The Centre focuses on architectural and archaeological tangible heritage in the region, including heritage collections and historic places, sites and monuments. It primarily aims to enhance the capacity of official heritage institutions to manage heritage sites and museum collections on a sustainable basis. Local and regional educational and field activities, capacity building and training, consultation, information dissemination, symposia, workshops and seminars further ICCROM-ATHAR's aims.

*ICCROM-ATHAR can carry out its mission thanks to the generous support of His Highness Sheikh Dr Sultan bin Mohammed Al Qasimi, Member of the Supreme Council and Ruler of Sharjah, and all Member States and partners that support its efforts.*



“ Any loss of cultural heritage is a loss of our common memory. It impairs our ability to learn, to build experience, and to apply the lessons of the past to the present and the future. Culture is also one of the strongest driving forces for building societies and imbuing them with values. It knits communities together with a sense of continuity.”

Ban Ki-Moon, United Nations Secretary-General, April 2016

# SPECIAL FEATURE

## INTERVIEW WITH HASSAN AIDEED, HADHRAMAUT, YEMEN

Hassan Aideed, Director-General of the General Authority to Maintain Historic Sites in Hadramaut, was one of two Yemeni professionals invited to Tunis, Tunisia in October/November 2015, to participate in ICCROM-ATHAR's Training of Trainers: Preventive Conservation and Risk Preparedness for Movable and Immovable Cultural Heritage. Though the course was aimed at Libyan conservation professionals, a special invitation was extended to Aideed and his colleague given the ongoing conflict in Yemen and the consequent threats to cultural heritage there.

**ICCROM-ATHAR:** *Please describe the current situation in Yemen as it impacts society, culture and local Yemenis.*

**Hassan Aideed:** The political situation in Yemen adversely impacts the local community, resulting in a fragmented society as a whole and within each province. Instead of having a unifying effect, the situation has created and reinforced divided ideologies. This applies to all groups – from those who believe in national unity to those who advocate division, not to mention extremists. Each group is strictly committed to its own beliefs and political orientations. This ideological dissection and diversity of political orientations has affected societal ties and relations on all levels, whether personal, social or professional.

Amid the turmoil, we can only hope for our society to recover, resolving differences in a manner that satisfies all parties while achieving a society with a unified vision. As professionals in the field of culture, it is our mission to ensure that culture is separate from politics.

**ICCROM-ATHAR:** *How would you describe the progression of conditions from 2011 to 2016? Has there been any improvement, or has the situation deteriorated?*

**Hassan Aideed:** It has definitely deteriorated, as can be seen clearly from our stagnant culture sector work, which is paralyzed by political circumstances. We cannot carry out restoration and conservation, or hold training courses for the community and professional staff. The effects are clear on institutional and professional productivity, as well as on members of the local community who reside in damaged historic cities.

**ICCROM-ATHAR:** *How will you make use of your experience at the ICCROM-ATHAR course?*

**Hassan Aideed:** Having completed the course, we are now required to implement projects in our home countries. As Yemeni participants, we proposed implementing a training

course similar to the one conducted by ICCROM-ATHAR. In so doing, we hope to transfer the knowledge and skills we acquired to the professionals and specialists working in governmental institutions. We will also involve members of the local community, given their vital role in conserving Yemen's cultural heritage and managing risks affecting it.

**ICCROM-ATHAR:** *In the context of reconstruction, how probable is it that Yemen's destroyed buildings will be reconstructed?*

**Hassan Aideed:** All forms of destruction befalling cultural properties have been thoroughly documented, and needed interventions have been prioritized. For example, after the bombing in the World Heritage city of Shibam on 20 November 2015, we documented the resulting damage and estimated the funds needed to intervene. On that day, as a result of a dispute between Yemeni soldiers and Al Qaeda forces, a car bomb exploded 20 metres from the city walls. The historic city's mud buildings were severely damaged, as they lacked periodic maintenance. This exacerbated the bomb damage.

At the time of the bombing, I was not in Shibam. When I learned of it, I got in contact right away with officials and community institutions, and headed straight to the bombing location.

**ICCROM-ATHAR:** *What must that have been like?*

**Hassan Aideed:** An inexplicable feeling. The incident fortunately did not result in any deaths. Damage was limited to buildings and some injuries, which were treated directly. A committee was formed to document damage and transfer people residing in the targeted buildings to safer shelters. The deliberateness of targeting world cultural heritage and civilians underlines the atrocity of the attack. The incident's psychological impact on both historic city residents and the community as a whole is another element that adds to the seriousness of the situation.

**ICCROM-ATHAR:** *What specifically can the cultural heritage community do in such situations?*

**Hassan Aideed:** It is our responsibility as political authorities and cultural officials to address the situation collaboratively. We urgently need to carry out first aid interventions across Yemen – both to reduce and mitigate risks and damage to cultural heritage and to stabilize damaged buildings. This will help avoid further deterioration and limit costs. The reconstruction of destroyed cultural heritage by government and international organizations can be pursued during the recovery phase, in the aftermath of war.



PHOTO: IRANIAN SUFI DANCER IN ÉTRETAT, FRANCE. © REZA / WEBISTAN, 2008

## PUBLIC INFORMATION AND ADVOCACY: OVERVIEW OF ACTIVITIES

The 2030 Sustainable Development Goals go well beyond the Millennium Development targets set for 2015. They address not only the symptoms of poverty but also issues of equality, peace and stability, human rights and governance. This broadened perception of progress has created a new and exciting space for culture on the sustainable development and security agendas.

As with any emerging issue, cultural heritage needs advocates to assure its place in conversations internationally, nationally and locally. ICCROM is operating at and between all three levels, spotting trends and linkages and redefining practices as they concretize. For example, ICCROM is expanding outreach and advocacy around disaster risk management, as intensified conflicts lead to increased disaster losses, including the destruction of cultural heritage. The year 2016 saw the continuing results of that work.

The FAC training course prompted NGOs in three different countries to make emergency actions for heritage in crisis their core business. Examples include the Egyptian Heritage Rescue Foundation, Cultural Heritage without Borders (CHwB) and the Heritage Foundation of Pakistan. In 2016, participants in the previous year's FAC Heritage course carried out workshops in Albania, Georgia, Mali, Ukraine and Zimbabwe. As a result of the Albania workshop, a volunteer network of cultural first aiders came into being: the Balkan Cultural Aid Response for Emergencies (B+CARE), formed by CHwB Albania and the Urban Development Centre UNESCO. The B+CARE volunteer network was created to train and deploy emergency responders throughout the Balkan region.

Making cultural heritage a part of macro planning nationally and internationally is another priority of ICCROM's advocacy. ICCROM leverages its status as a trusted, neutral advisor to access decision-makers who can make cultural heritage a factor in programmes of consequence. Whether working with government ministries, community councils or international bodies, ICCROM brings the collective expertise of rich professional networks to bear. And when Member States come to ICCROM with their latest challenges, they know they will find a partner to identify needs and develop action plans. The approach advocated for always reflects the latest and best of thinking and technology, mixed with an intimate understanding of the context.

Now with more than 60 000 Facebook and nearly 13 000 Twitter followers, ICCROM's growing social media channels have become a critical avenue for promoting awareness of cultural heritage and for galvanizing support for its protection. The general public already sees the connection between the news headlines and heritage. They look to ICCROM, a frontline advocate, to fill in the gaps – the “what” and the “so-what” – by selecting and sharing media coverage from different regions for a broader picture. In fact, ICCROM's most popular tweets from 2016 were about cultural heritage in the context of disaster and crisis.

## PUBLIC INFORMATION AND ADVOCACY: PROJECTS IN FOCUS

### Promoting Risk Management for Cultural Heritage

ICCROM played a pivotal role in ensuring the inclusion of cultural heritage in the 2015 Sendai Framework for Disaster Risk Reduction, a global 15-year agreement endorsed by the UN General Assembly. In follow up, and to ensure implementation, ICCROM wanted to provide Member States with practical guidelines on disaster risk reduction for cultural heritage. To this end, and at the invitation of the United Nations Office for Disaster Risk Reduction (UNISDR), the organization hosted a session on cultural heritage within a high level forum from 16-17 June 2016 in Florence, Italy, to address disaster risk to heritage in cities. Attended by ministers, city mayors and representatives of regional governments from Europe, the forum concluded with an agreement, The Florence Way Forward, which calls for greater investment in disaster risk reduction of cultural heritage, while using heritage as an asset to build resilient cities.

### Recognizing Best Conservation Practices in the Arab Region

Every year, ICCROM-ATHAR awards a prize in Best Practices for Conservation of Cultural Heritage in the Arab World for museums and built heritage. The honour recognizes practitioners who have improved the quality of conservation. In 2016, the honour was extended to 14 projects from 11 countries during a ceremony that coincided with the start of Sharjah Heritage Days in April. The Sharjah Directorate of Heritage, Department of Culture and Information organizes the festival, which overlaps with UNESCO's celebrations of Heritage International Day every April. In follow up to the prize ceremony, ICCROM-ATHAR presented an exhibition of 14 heritage conservation projects that merit recognition, during the 40th session of the World Heritage Committee in Istanbul in July. This initiative paves the way for the 2017 launch of a regional biennial ICCROM-Sharjah prize that will recognize excellence in conservation in the Arab region.

### Gauging Impact to Forge the Way Forward

In September, the Institute of Disaster Risk Mitigation for Urban Conservation Cultural Heritage – Ritsumeikan University in Kyoto, Japan held a 10th anniversary symposium for the UNESCO Chair Programme on Cultural Heritage and Risk Management at the university. ICCROM – a long-term partner to the programme – participated in this symposium, which explored the course's impact over the years. Former course participants described improving disaster risk planning and management in their respective countries through the creation of national networks for disaster risk management professionals, national and local capacity building activities, disaster risk management plans and the development of response and recovery efforts following disasters, among others.

### In Dialogue with Yale University

ICCROM's Director-General, Stefano De Caro, gave a presentation on challenges in cultural heritage data and information at the Culture in Crisis workshop of the 2016 National Global Colloquium, hosted by Yale University. Held from 9-15 April, the meeting had as its theme "Preservation of Cultural Heritage: Challenges and Strategies." Discussions covered furthering conservation education and training, research and new methods for understanding and mitigating damage to cultural heritage and enhancing public awareness of cultural heritage preservation. One outcome of the gathering was the establishment of a group that will prepare a charter, membership agreement and work plan for a new Consortium for the Preservation of Cultural Heritage. A proponent of interdisciplinary, multicultural dialogue among global institutions, ICCROM supports the consortium as well as the pioneering work being led by Yale University President, Peter Salovey, to make the university's vast collections accessible worldwide.



Twitter Followers

**12.7K**

**23%** increase since 2015



Facebook Followers

**60.1K**

**27%** increase since 2015



Subscribers to  
ICCROM e-News

**14.6K**

# LOOKING FORWARD









As ICCROM celebrates its achievements in 2016 and since its creation 60 years ago, the obvious question is what comes next. As people migrate, nations rebuild and nature imposes itself ever more forcefully, ICCROM must consider the role of cultural heritage preservation in this unpredictable landscape.

On the horizon is emerging an ICCROM that thinks creatively about how to build a better world that is stable and inclusive, using heritage as its main tool of engagement and well-equipped practitioners as its ambassadors. ICCROM, as an organization, is not only engaging in ongoing conversations about protecting cultural heritage, but also defining them.

With this in mind, new themes have emerged to guide and position ICCROM as an organization able to implement meaningful change.

## THEMES ON THE HORIZON

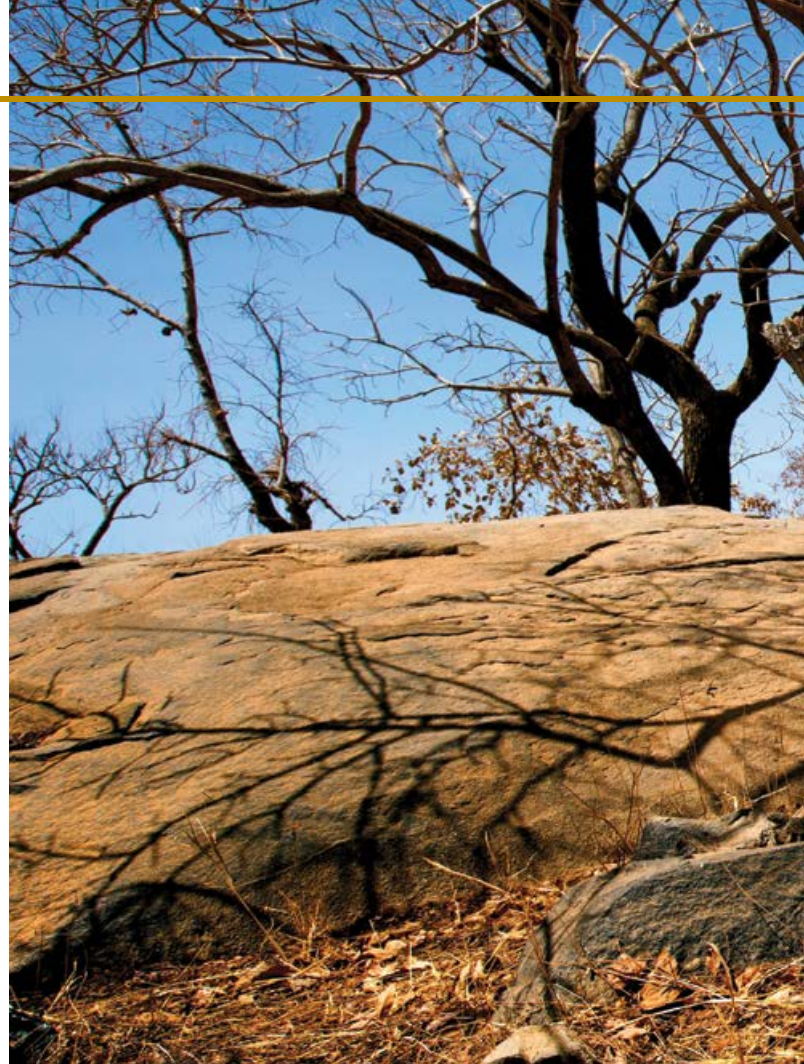
### Governance and New Strategic Directions 2018-2023

The destruction of cultural heritage from natural disasters and conflict accompanied by the displacement of people has increased the need for organizations like ICCROM. While important, it is not enough to study the slow changing natural deterioration of materials and heritage assets. ICCROM must expand its mission to partner in response to emerging global challenges of increasing severity.

Over the past two years, the Strategic Directions Focus Group, made up of members of the Council and ICCROM staff, has worked to prepare ICCROM's six-year Strategic Directions 2018-2023, which informs the new Programme of Work and Budget. Starting with a working session during the 2015 Council, followed by a facilitated workshop, the Council developed, reviewed and approved the draft in the Council session of November 2016.

There was early agreement that the new directions should focus on world concerns, create a diverse and inclusive global network, and strengthen and transform ICCROM for the future. In response, ICCROM will intensify its focus on three areas: promoting effective disaster risk management tools; strengthening outreach and training to Africa; and partnering to integrate cultural heritage with natural heritage in a comprehensive approach to sustainable communities.

ICCROM is well placed to deliver. As an intergovernmental organization, ICCROM works with professionalism and



sensitivity to world situations, offering a neutral platform for integrating heritage preservation with societal priorities. With stronger Member State engagement, talented staff, expanded partnerships and networks, a developed alumni network and an active digital presence that reaches beyond traditional audiences, ICCROM is poised to extend its impact as a catalyst for change in heritage preservation worldwide.

—By Sharon Park, Associate Director, Architectural History and Historic Preservation, Smithsonian Institution, Washington DC, USA, and Member of ICCROM Council

### Post-conflict Reconstruction and Recovery

The recovery and reconstruction of cultural heritage is the subject of renewed debates and discussions in the cultural heritage preservation field. New developments are shaping how practitioners will approach this field in the very near future. As the community aims to define and evolve these practices, ICCROM will offer an understanding of coordination in such settings; tools and methodologies for engaging communities; theoretical considerations and historical review; experience framing cultural heritage in a variety of contexts; and capacity to develop sustainable projects. Given ICCROM's decades-long experience in post-conflict and disaster recovery, it has a natural role to play in shaping the sector's understanding of the political, social, economic, legal and environmental impacts of reconstruction and recovery.



PHOTO: LAONGO GRANITE SCULPTURE AT OPEN-AIR MUSEUM NEAR OUAGADOUGOU, BURKINA FASO. © REZA / WEBISTAN, 2010

### **Nature-Culture and the World Leadership Programme**

The connection between nature and culture has emerged as one of the as-yet unrealized opportunities of the World Heritage Convention. The relationship between indigenous and traditional cultures to the land and sea, the nature conservation value and impact of agricultural landscapes and the role of nature in an urbanizing world are just a few ways in which a joint approach to nature and culture offers the prospect of better conservation results in diverse settings.

World Heritage Leadership is a new approach to implementing the long-standing partnership of IUCN and ICCROM in capacity development to support the World Heritage Convention. With financial support from Norway and other partners, this work aims to set and test new standards for conserving sites and ensuring their contribution to communities, via trainings, exchanges and other capacity building activities.

—By Tim Badman, Director, IUCN World Heritage Programme

### **Africa**

ICCROM is stepping up its commitment to the Africa region in the next strategic cycle, building on past successes, such as Prevention in Museums in Africa (PREMA) and AFRICA 2009, which transformed the continent's conservation sector and created a new generation of African heritage professionals.

With the support of Member State institutions including the Federal Office for Culture, Switzerland, and other top donors in Africa, ICCROM is now looking to create an innovative and inclusive programme to further the capacity of the heritage community in Africa to care for the continent's invaluable heritage. A first step will be reassessing partnerships with professionals, universities, cultural institutions, museums, NGOs and so on, to identify the next generation of stakeholders to sustain heritage in the region. This process will also involve a review of the impact of previous experiences as well as a scan of current issues, challenges and opportunities. The aim is to ensure that the new programme will tackle heritage conservation in the larger framework of economic, social, cultural and environmental changes.

The time is right for ICCROM to grow its Africa programme. There have been encouraging advancements recently in the heritage preservation landscape. Several African universities are developing degree programmes in conservation science, organizing academic networks, and, notably, taking on part of the training role that ICCROM used to carry out.

## ACTIVITY IN FOCUS

HERITAGE IMPACT ASSESSMENT:  
BUILDING ON A PROGRAMME  
TO MEET DEMAND



There are multiple visible and invisible threats to a heritage site's sustainability. In some cases, the ability to assess their impact on a site's heritage value is a matter of the site's survival or ruin. These threats – infrastructure and tourism development, new buildings, urban renewal, changes in land use – are multiplying as the years pass, especially as the number of large-scale developments in and around heritage sites increases the world over.

An important mitigation tool exists however – one used to assess potential impacts, suggest alternative options and minimize negative consequences. It is called an Impact Assessment. Impact assessment can take different forms, with the most common being the Environmental Impact Assessment and the Strategic Environmental Assessment. More recently, Heritage Impact Assessment (HIA) has been developed for World Heritage properties and has relevance for a broader range of heritage sites.

This process has its roots in the World Heritage Committee's observation of a marked increase in the numbers of State of Conservation reports on development pressures impacting the OUV of World Heritage properties. In response, States Parties to the World Heritage Convention needed tools to carry out assessments on the impact on OUV at World Heritage sites affected by development. Consequently, in 2012, ICCROM began offering bi-annual international training workshops, in collaboration with WHITRAP in China.

This year, ICCROM continued its work promoting capacity building around HIA. In October, partners implemented the course for the first time outside of China, at the World Heritage Property of Vigan in the Philippines. ICCROM held a similar course in November in Zanzibar, United Republic of Tanzania, specifically for the Africa region. Implemented in partnership with AWHF, the Zanzibar course trained site managers from World Heritage properties around the region.

ICCROM is looking to expand its approach to impact assessment in the future, as with the aforementioned new World Heritage Leadership programme.





# SPECIAL FEATURE

## SUAKIN: REVITALIZING AND RESTORING A HISTORIC TOWN

Suakin was once Sudan's major port, identified as the point where Islam entered Sudan and eastern Africa. Today, the historic town is one of the last intact Islamic and Christian archaeological and pilgrimage sites on the Red Sea coast. Formerly known as the 'Venice of Africa', Suakin is made up of an island within a natural lagoon harbour and a larger mainland area encircled by defensive city walls and outlying fortifications.

Suakin sits at a cultural crossroads expressed in the richness of the 15th to 20th century coral block buildings, one of the few remaining examples of the Red Sea architectural style. Despite its prosperity at the time, by the 1920s the majority of the town's population had relocated to Sudan's new port, Port Sudan. The historic coral structures, no longer inhabited and maintained, quickly deteriorated due to their fragile construction and the impact of the local climate. Many were deliberately dismantled to provide materials for construction elsewhere. Suakin's new port opened in 1991, resulting in rapid development of a new town that surrounded the old one and encouraged the re-occupation of the historic mainland. Nonetheless, Suakin's historic island remained largely deserted.

The desire for Suakin's revival has continued since its decline, driven by the site's historical and cultural significance and the potential for economic development. A number of challenges prevent revitalization, including limited financial resources, legal issues, lack of local skills and increasing development pressures. Still, under the leadership of Sudan's National Corporation for Antiquities and Museums (NCAM), much has been achieved. Suakin was listed as a protected monument under Sudan's 1999 Archaeological Ordinances and was included on Sudan's Tentative World Heritage List in 1994. As well, the site has benefitted from sponsored academic research, government-led development plans and international missions.

Suakin's restoration project was among the 14 selected for ICCROM-ATHAR's Best Conservation Practices Exhibition in the Arab Region in April 2016. Responding to a request by the Government of Sudan and with the support of

His Highness Sheikh Dr Sultan bin Mohammed Al Qasimi, Member of the Supreme Council and Ruler of Sharjah, ICCROM-ATHAR has since taken the lead in a new plan to overcome the challenges of rehabilitating and conserving Suakin.

To develop an initial proposal for Suakin's rehabilitation, ICCROM-ATHAR hosted a workshop in April 2016 on the protection of the historic site. The workshop gathered ICCROM-ATHAR experts specializing in urban and architectural conservation, NCAM representatives and experts from the UK mission working at the site. The objective was to devise a plan that would guide Sharjah's contribution to conserving and reviving the historic site as per its heritage value and state of conservation. Workshop participants explored relevant studies and met with site management officials to discuss future interventions.

The proposed vision is to promote and revive the site in line with sustainable development approaches and to achieve its potential for inscription on the World Heritage List. The site's first role, however, will be to serve the local community. The proposal's title, 'Tareeg El Haj' (or 'Pilgrims Way'), reflects Suakin's continued history as a major pilgrimage thoroughfare. The document recommends a number of buildings for restoration and reconstruction to create a route through the site. Also identified were key factors to be addressed for site management.

A kick-off mission to Suakin took place in May, where representatives of ICCROM-ATHAR and expert consultants met with local authorities and other stakeholders. The site was assessed and an action plan was developed to attract donors and partners. The action plan, conceived in consensus with Suakin's stakeholders, confirmed buildings for restoration and reconstruction along the pilgrimage route and set guidelines for conservation procedures in accordance with international standards.

—Michael Mallinson, Architect and Consultant,  
ICCROM-ATHAR

## ACTIVITY IN FOCUS

### ICCROM IN SERVICE TO THE WORLD HERITAGE CONVENTION





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ICCROM's role as an Advisory Body to the World Heritage Convention is a process of exchange. ICCROM offers its expertise while leveraging knowledge gained within the World Heritage system to benefit Member States and inform its own work. Some highlights of this exchange in 2016 include:

Participating in the 40th session of the World Heritage Committee and collaborating on State of Conservation reports

Participating in the ICOMOS Panel evaluating nomination files for the World Heritage List (2015-2016)

Developing a scoping study for World Heritage Committee policy guidelines, with financial support from the Government of Australia

Joint reactive monitoring and advisory missions to Stone Town of Zanzibar (United Republic of Tanzania), the Royal Palaces of Abomey (Benin), and the Historic Sanctuary of Machu Picchu (Peru), along with advising on over 30 International Assistance requests from States Parties

Training and capacity building with support from Norway and Switzerland, in collaboration with UNESCO Category 2 Centres and other regional institutions.

ICCROM's new capacity building programme, World Heritage Leadership, together with IUCN (see Looking Forward: Nature-Culture and the World Leadership Programme) and its capacity building workshops on Nature-Culture Linkages in Heritage Conservation in collaboration with Tsukuba University, Japan, reinforce ICCROM's commitment to the World Heritage Convention.



# GOVERNANCE AND PARTNERSHIPS





PHOTO: TWO WOMEN AT FOOT OF PYRAMID, GIZA, EGYPT. © REZA / WEBISTAN, 1996



PHOTO: SCULPTED HANDS ON DOOR OF THE GREAT TEMPLE OF AMON, TANIS, EGYPT. © REZA / WEBISTAN, 1996

## FUNDING ICCROM'S PROGRAMMES

Throughout 2016, ICCROM undertook a comprehensive review of its objectives, priorities, operations and funding to ensure the best positioning to achieve its goals going forward. A strategic review has been initiated of ICCROM's business processes and procedures, along with its information and communication technology. The review process will continue in 2017 and during the next strategic cycle (2018-2023). It includes implementing SAP UNiverse Path for accounting, financial, grants and procurement management; International Public Sector Accounting Standards (IPSAS); and strengthening financial management capacity, recruitment and project control. Another integral part of the improvement process is strengthening results-based management systems and hence accountability to constituents for the overall performance of the organization.

During the reporting year, ICCROM worked to optimize the use of financial resources while reducing potential financial risk. It thus ensured that ICCROM's activities are carried out in accordance with its internal regulatory framework, rules and regulations. Interacting with external auditors appointed by the Council, ICCROM prepared overviews of key observations and trends, which it presented to the Council. During 2016 ICCROM Headquarters has also supported management of ICCROM's programme in the Arab Region through gradual administrative and financial on-the-ground capacity building in the Regional Office in Sharjah. ICCROM also provided financial management and change management support to the Executive Board of the École du Patrimoine Africain (EPA), EPA itself and the EPA Fund Committee.

ICCROM is also responsible for formulating the organization's budget and monitoring resource needs for its operations. Thus, in 2016, ICCROM provided guidance on efficient resource use and began a review of policies, guidelines and mechanisms for sound budgetary management, including related monitoring and control. In 2016, ICCROM managed various legal aspects of its operations and activities. These arose from ICCROM's relations with its host country, Italy, as well as with partners, procurement and commercial contracts and claims involving the organization's operations.

Services and procurement, vendor performance and quality control are at the heart of good management. In 2016, ICCROM coordinated several market research exercises, reviewing sourcing, forecasting, suppliers and global framework agreements. It also focused on human resources administration, enhancing general oversight of staff management to recruit and retain the most qualified, best-performing personnel. In 2016, ICCROM managed multiple personnel vacancies and internships in Rome, as well as in the ATHAR Regional Office.

All units of ICCROM and the Regional Office in Sharjah collaborated around resource mobilization. They set in place a sustainable foundation for continuously increasing voluntary contributions from Member States and foundations, expanding partnerships and building capacity to engage the private sector. ICCROM sought to provide donors with a clear understanding of its objectives, resource requirements, achievements and challenges, along with information on issues that might affect their funding decisions. ICCROM organized consultations with donors, often with the support of Council members, visited donor capitals and facilitated missions for donor representatives to areas of operation. In support of these efforts, ICCROM prepared special funding submissions and reports for individual donors.

In view of the growing importance of decentralized funding and the increasing role of the Regional Office, emphasis was put on collaboration and designing integrated fundraising processes and systems. The new strategy also foresees the consolidation

of partnerships with top contributors, accompanied by further moves to diversify sources of funding and renewed efforts to conclude new multi-year partnerships with core partners and also with emerging and private partners.

Moreover, in 2016, ICCROM refocused its advocacy, awareness-raising and communications so as to favour resource mobilization and fundraising and promote greater stakeholder engagement, whether from governments, foundations, cultural heritage organizations or alumni of its many training programmes worldwide.

The year 2016 was record-breaking in financial terms for ICCROM. It saw the organization end the year with a budget envelope of over EUR 14 million, comprising a EUR 4 million net increase in available funds for the biennium. This was a result of increased donor support for ICCROM's regional work, along with a budget adjustment for maintenance and

security expenses paid by the government of Italy under the Headquarters Agreement.

The biennial budget for 2016-2017 approved at the ICCROM General Assembly in November 2015 amounted to EUR 9.9 million, comprising programmed activities of EUR 6.3 million, a decrease of 7% (EUR 749 439) compared to the annual budget of EUR 10.7 million for the 2014-2015 biennium. However, supplementary budgets – due mainly to growing needs in the Arab Region and high demand from Member States for that programme – increased the Organization's budget envelope by EUR 2.2 million in 2016 alone. The table on page 50 shows the approved budget for the biennium 2016-2017 by programme, as well as programme expenditures in 2016.

ICCROM's focus remained on responding to multiple cultural heritage conservation needs, particularly due to conflict and natural disaster, while remaining deeply involved in training, as well as investment in technical cooperation and advocacy.

ICCROM's Programme Budget is financed through a mix of assessed and voluntary contributions. Assessed contributions have declined as an overall percentage of the Programme and Budget, and account in 2016 for just over half of the organization's financing. The balance is mobilized through voluntary contributions. However, assessed contributions remain a key source of financing for ICCROM, providing a level of predictability, helping to minimize dependence on a narrow donor base, and allowing resources to be aligned to the Programme and Budget.

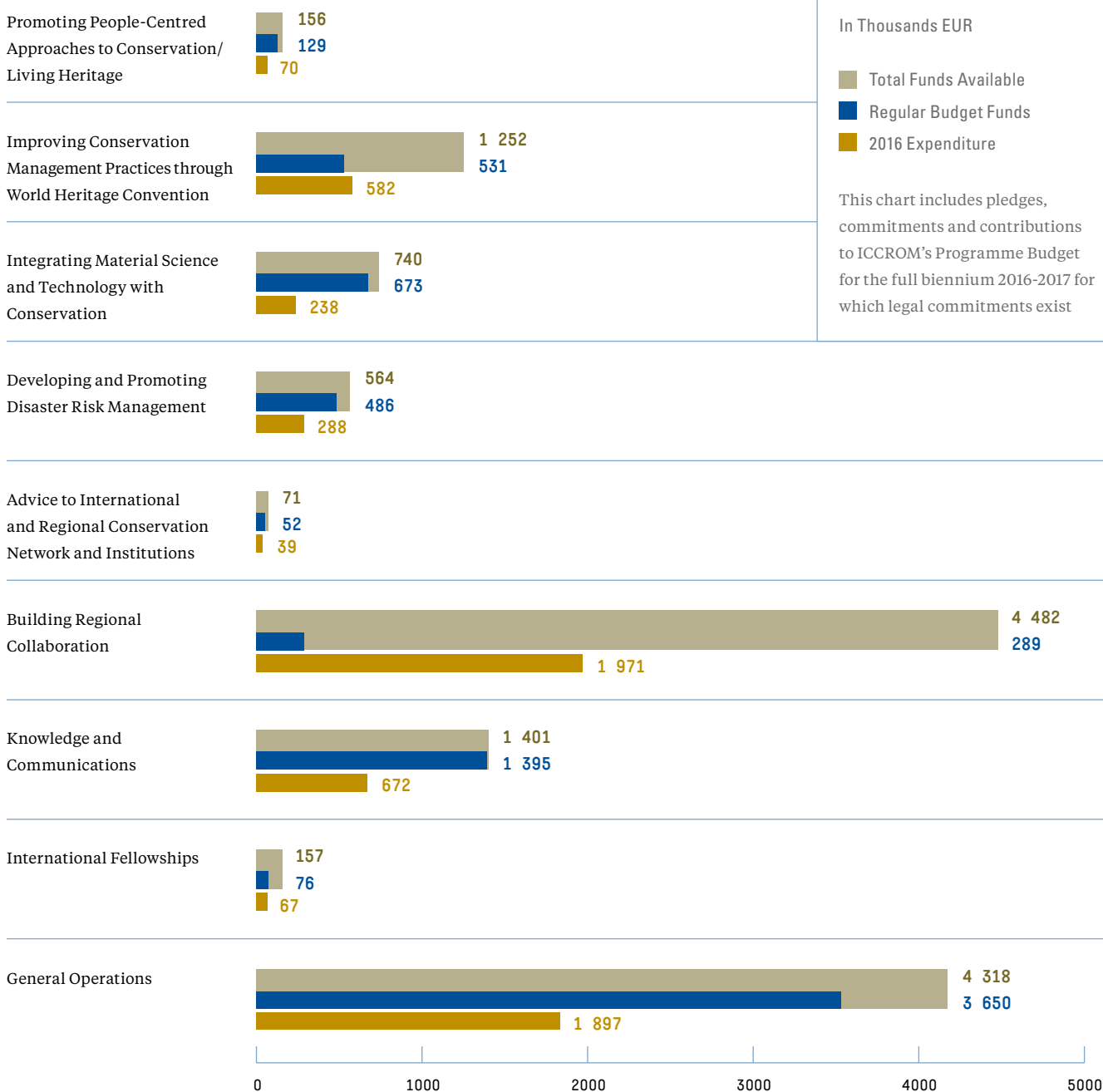
As outlined above, 2016 was a record year both for voluntary contributions and in terms of demands made on the organization. Nonetheless, ICCROM's donor base remains small, despite income levels in 2016 demonstrating that the organization can count on sustained financial support for its activities.

To make a voluntary contribution  
or to become a Member  
State of ICCROM, please contact  
[resource-mobilization@iccrom.org](mailto:resource-mobilization@iccrom.org)  
or visit [www.iccrom.org](http://www.iccrom.org) and  
click on donate.



# PROGRAMME AND BUDGET IMPLEMENTATION – REGULAR BUDGET, TOTAL FUNDS AVAILABLE AND 2016 EXPENDITURE

## Programmes and General Operations



ICCROM is grateful for the generous support of its donor and partner community – governments, UNESCO, UNESCO World Heritage Fund and foundations. Despite this, the gap between needs and resources is likely to grow, given the ever-increasing urgency to protect cultural heritage worldwide.

Throughout the year and within its current budget, ICCROM managed growing resource pressures and underfunding. This required prioritizing activities, with the understanding that prioritization is a compromise between what is judged urgent or essential and what is possible given available resources and

capacity. As an example, ICCROM's prioritization of training and other core activities had a severe impact on other efforts such as technical assistance to Member States, including for museum management, conservation science research, evaluation and much-needed investments in Africa. Such projects require large investments up front, yet there is strong evidence of great potential benefit and returns for Member States over the long term. In response, ICCROM has intensified efforts to expand its donor base, which required investments in time, capacity, staffing and finances.

# DIRECT CASH CONTRIBUTIONS FROM ICCROM MEMBER STATES

(Assessed contributions payable by Member States towards the Programme and Budget for the year 2016 and Voluntary Contributions Received from Member States for 2016 Projects and Activities)

Member State	Entry Date	Assessed Contribution payable for 2016	Voluntary Contribution	TOTAL
Afghanistan	2010	369		369
Albania	1962	369		369
Algeria	1973	5 131		5 131
Andorra	1998	369		369
Angola	1992	369		369
Argentina	1988	16 241		16 241
Armenia	2004	369		369
Australia	1975	77 920		77 920
Austria	1957	29 972		29 972
Azerbaijan	2002	1 513		1 513
Bahrain	2005	1 476		1 476
Bangladesh	2007	369		369
Barbados	1985	369		369
Belgium	1959	37 502	29 027	66 529
Benin	1986	369		369
Bolivia	2004	369		369
Bosnia and Herzegovina	2000	627		627
Botswana	2002	627		627
Brazil	1964	110 217		110 217
Brunei Darussalam	2005	960		960
Bulgaria	1960	1 772		1 772
Burkina Faso	1988	369		369
Cambodia	1961	369		369
Cameroon	1995	443		443
Canada	1978	112 099		112 099
Chad	2000	369		369
Chile	1981	12 550		12 550
China	2000	193 378	81 060	274 438
Colombia	1971	9 745		9 745
Congo (Republic of the)	1999	Suspended		0
Côte d'Ivoire	1985	406		406
Croatia	1993	4 725		4 725
Cuba	1971	2 584		2 584
Cyprus	1963	1 772		1 772
Czech Republic	1996	14 506		14 506
Denmark	1973	25 358		25 358
Dominican Republic	1958	1 698		1 698
Ecuador	1980	1 661		1 661
Egypt	1959	5 020		5 020
Estonia	2001	1 513		1 513
Ethiopia	1975	369		369
Finland	1981	19 489		19 489
France	1964	210 098	25 000	235 098
Gabon	1961	738		738
Gambia	1999	369		369
Georgia	2001	369	13 679	14 048
Germany	1964	268 234		268 234
Ghana	1959	517		517
Greece	1987	23 955		23 955
Guatemala	1975	997		997
Guyana	1999	369		369
Haïti	1992	369		369

Member State	Entry Date	Assessed Contribution payable for 2016	Voluntary Contribution	TOTAL
Honduras	1964	369		369
India	1961	25 026		25 026
Iran (Islamic Republic of)	1972	13 362		13 362
Iraq	2011	2 547		2 547
Ireland	1986	15 687		15 687
Israel	1958	14 875		14 875
Italy	1960	167 060	133 177	300 237
Japan	1967	406 913	89 479	496 392
Jordan	1958	812		812
Kenya	1998	480		480
Korea (Republic of)	1968	74 893	177 400	252 293
Kuwait	1962	10 261		10 261
Lao People's Democratic Republic	2006	369		369
Latvia	2012	1 772		1 772
Lebanon	1958	1 587		1 587
Lesotho	2007	369		369
Libya	1959	5 352		5 352
Lithuania	1991	2 731		2 731
Luxembourg	1978	3 027		3 027
Macedonia (The Former Yugoslav Republic of)	1993	369		369
Madagascar	1963	369		369
Malawi	2013	369		369
Malaysia	1966	10 557		10 557
Maldives	2012	369		369
Mali	1989	369		369
Malta	1965	591		591
Mauritania (The Islamic Republic of)	2009	369		369
Mauritius	1998	480		480
Mexico	1961	69 172		69 172
Monaco	2007	443		443
Mongolia	2003	369		369
Montenegro	2007	369		369
Morocco	1958	2 325		2 325
Mozambique	2003	369		369
Myanmar	1987	369		369
Namibia	1998	369		369
Nepal	1969	369		369
Netherlands	1959	62 122		62 122
New Zealand	1987	9 486		9 486
Nicaragua	1971	Suspended		0
Nigeria	1961	3 396		3 396
Norway	1980	31 965	233 879	265 844
Oman	2003	3 839		3 839
Pakistan	1963	3 174		3 174
Paraguay	1973	369		369
Peru	1962	4 392	6 384	10 776
Philippines	1983	5 795		5 795
Poland	1958	34 586		34 586
Portugal	1967	17 791		17 791
Qatar	2012	7 862		7 862
Romania	1960	8 490		8 490
Russian Federation	2014	91 577		91 577
Rwanda	2004	369		369
Saudi Arabia (Kingdom of)	2000	32 445		32 445
Senegal	2006	369		369



Member State	Entry Date	Assessed Contribution payable for 2016	Voluntary Contribution	TOTAL
Serbia	2006	1 513		1 513
Seychelles	2006	369		369
Slovakia	2000	6 423		6 423
Slovenia	1996	3 765		3 765
South Africa	2004	13 989		13 989
Spain	1958	111 656		111 656
Sri Lanka	1958	923		923
Sudan	1960	369		369
Swaziland	2007	369		369
Sweden	1969	36 062		36 062
Switzerland	1959	39 310	152 606	191 916
Syrian Arab Republic	1959	1 366		1 366
Thailand	1967	8 969		8 969
Togo	2005	369		369
Trinidad and Tobago	2007	1 661		1 661
Tunisia	1969	1 366		1 366
Turkey	1969	49 867		49 867
Ukraine	2016	3 719		3 719
United Arab Emirates	2010	22 331	1 788 325	1 810 656
United Kingdom of Great Britain and N. Ireland	1968	194 522		194 522
United Republic of Tanzania	2004	369		369
United States of America	1971	812 046	72 080	884 126
Uruguay	2002	1 956		1 956
Venezuela	1989	23 549		23 549
Vietnam	1972	1 587		1 587
Yemen	2008	369		369
Zambia	2003	369		369
Zimbabwe	1993	369		369
<b>TOTAL:</b>		<b>3 694 764</b>	<b>2 802 096</b>	<b>6 496 860</b>

## DIRECT CASH CONTRIBUTIONS FROM OTHER DONORS

Donor	Voluntary Contribution
FICLU–Italian Federation of UNESCO Clubs and Centres	2 450
Prince Claus Fund	5 650
UNESCO	18 166
UNESCO World Heritage Centre–World Heritage Fund	264 526
Welfare Association (Taawon)	3 680
<b>TOTAL:</b>	<b>294 472</b>

BIENNIUM 2016 – 2017: TOTAL BUDGET  
ENVELOPE AS AT 31 DECEMBER 2016

REGULAR BUDGET FUNDS

Regular Budget Funds	7 783 991
External Funds	6 399 844
<b>Total</b>	<b>14 183 835</b>

Total Available Resources (TAR)

	Operating Costs	Staff Costs	Adjustments and Transfers	Total
<b>I. GENERAL OPERATING EXPENSES</b>				
Governing Bodies Meetings: General Assembly	70 000			70 000
Governing Bodies Meetings: Bureau/Council	40 000			40 000
General Management Coordination	28 000	1 653 161	147 500	1 828 661
Logistics and Building Services	512 000	223 233	(70 000)	665 233
Information Technology	196 000	238 649	(10 000)	424 649
Finance and Administration	94 000	428 011		522 011
Change Management (Transfer from Reserve)			100 000	100 000
<b>Total General Operating Expenses</b>	<b>940 000</b>	<b>2 543 054</b>	<b>167 500</b>	<b>3 650 554</b>
<b>II. PROGRAMME IMPLEMENTATION</b>				
<i>Developing and Promoting Disaster Risk Management</i>		342 367		342 367
Training	130 522		13 247	143 769
Research				
Communication				
<b>Total Developing and Promoting Disaster Risk Management</b>	<b>130 522</b>	<b>342 367</b>	<b>13 247</b>	<b>486 136</b>
<i>Integrating Material Science and Technology with Conservation</i>		480 261		480 261
Training	166 000		15 654	181 654
Research	12 000			12 000
Communication				
<b>Total Integrating Material Science and Technology with Conservation</b>	<b>178 000</b>	<b>480 261</b>	<b>15 654</b>	<b>673 915</b>
<i>Improving Conservation Management Practices through World Heritage Convention</i>		452 013		452 013
Training	79 000			79 000
Research				
Communication				
<b>Total Improving Conservation Management Practices through World Heritage Convention</b>	<b>79 000</b>	<b>452 013</b>		<b>531 013</b>
<i>Promoting People-Centred Approaches to Conservation/Living Heritage</i>		89 329		89 329
Training	35 000			35 000
Research	5 000			5 000
Communication				
<b>Total Promoting People-Centred Approaches to Conservation/Living Heritage</b>	<b>40 000</b>	<b>89 329</b>		<b>129 329</b>
<i>Building Regional Collaboration</i>		264 997		264 997
ATHAR				
LATAM	15 000			15 000
MOSAICON				
CHA-ICCROM Fund Programme for ASIA				
Collaborations with Regional Institutions	10 000			10 000
Regional Collaboration: Europe				
<b>Total Building Regional Collaboration</b>	<b>25 000</b>	<b>264 997</b>		<b>289 997</b>
<i>Knowledge and Communications</i>		1 193 507		1 193 507
Library Activities	106 000		(16 500)	89 500
Archives Activities	33 000		(15 000)	18 000
Communications Activities	130 000		(36 000)	94 000
<b>Total Knowledge and Communications</b>	<b>269 000</b>	<b>1 193 507</b>	<b>(67 500)</b>	<b>1 395 007</b>
<i>Central Priority Fund</i>				
Africa Strategy				
<b>Total Central Priority Fund</b>				
International Fellowships	67 040		9 000	76 040
Advice to International and Regional Conservation Network and Institutions	52 000			52 000
<b>Total Programme Implementation</b>	<b>840 562</b>	<b>2 822 474</b>	<b>(29 599)</b>	<b>3 633 437</b>
<b>III. PERSONNEL (OTHER COSTS)</b>				
After Service Health Insurance Fund		500 000		500 000
<b>Total Personnel (Other Costs)</b>		<b>500 000</b>		<b>500 000</b>
<b>IV. FINANCIAL OPERATIONS</b>				
Doubtful Contributions				
Adjustments Rate of Exchange				
General Management (Bad debts)				
Increase of Funds				
Administrative Support Costs				
<b>Total Financial Operations</b>				
<b>GRAND TOTAL</b>	<b>1 780 562</b>	<b>5 865 528</b>	<b>137 901</b>	<b>7 783 991</b>

In EUR. This table includes pledges, commitments and contributions to ICCROM's Programme Budget for the full biennium 2016-2017 for which legal commitments exist.

## Expenditure

## Balance

Operating Costs	Staff Costs	Budget Implementation: Percentage of Staff Costs	Total Expenditure	Budget Implementation: Percentage of TAR	
3 884	-	-	3 884	-	66 116
26 829	1 063	-	27 892	-	12 108
84 486	962 283	-	1 046 769	-	781 892
144 654	87 276	-	231 930	-	433 303
65 490	129 975	-	195 464	-	229 185
11 603	208 083	-	219 685	-	302 326
-	-	-	-	-	100 000
336 945	1 388 679	55%	1 725 624	47%	1 924 930
-	155 307	-	155 307	-	187 060
70 909	-	-	70 909	-	72 861
-	-	-	-	-	-
70 909	155 307	45%	226 216	47%	259 921
-	200 489	-	200 489	-	279 772
20 461	-	-	20 461	-	161 193
192	-	-	192	-	11 808
-	-	-	-	-	-
20 653	200 489	42%	221 142	33%	452 773
-	-	-	-	-	-
-	231 867	-	231 867	-	220 146
66 041	-	-	66 041	-	12 959
-	-	-	-	-	-
66 041	231 867	51%	297 908	56%	233 105
-	54 616	-	54 616	-	34 713
500	-	-	500	-	34 500
-	-	-	-	-	5 000
500	54 616	61%	55 116	43%	74 213
-	155 200	-	155 200	-	109 797
2 652	-	-	2 652	-	12 348
-	-	-	-	-	-
2 260	-	-	2 260	-	7 740
-	-	-	-	-	-
4 912	155 200	59%	160 111	55%	129 886
-	585 852	-	585 852	-	607 655
41 376	-	-	41 376	-	48 124
4 469	-	-	4 469	-	13 531
35 405	-	-	35 405	-	58 595
81 250	585 852	49%	667 101	48%	727 906
-	-	-	-	-	-
51 711	-	-	51 711	68%	24 329
26 579	-	-	26 579	51%	25 421
322 554	1 383 330	49%	1 705 884	47%	1 927 553
-	-	-	-	-	-
-	358 886	-	358 886	-	141 114
-	358 886	72%	358 886	72%	141 114
-	-	-	-	-	-
310 729	-	-	310 729	-	(310 729)
(50 629)	-	-	(50 629)	-	50 629
-	-	-	-	-	-
360 440	-	-	360 440	-	(360 440)
-	-	-	-	-	-
620 540	-	-	620 540	-	(620 540)
-	-	-	-	-	-
1 280 040	3 130 895	53%	4 410 935	57%	3 373 057

# BIENNIUM 2016 – 2017 - TOTAL BUDGET ENVELOPE AS AT 31 DECEMBER 2016

## EXTERNAL FUNDS

Regular Budget Funds	7 783 991
External Funds	6 399 844
<b>Total</b>	<b>14 183 835</b>

### Total Available Resources (TAR)

	Programme Resources	Adjustments and Transfers	Staff Costs Allocation	Total
<b>I. CORPORATE OPERATIONS</b>	-	-	-	-
Governing Bodies Meetings: General Assembly	-	-	-	-
Governing Bodies Meetings: Bureau/Council	5 000	-	-	5 000
General Management Coordination	163 243	-	-	163 243
Logistics and Building Services	200 000	300 000	-	500 000
Information Technology	-	-	-	-
Finance and Administration	-	-	-	-
Change Management (Transfer from Reserve)	-	-	-	-
<b>Total Corporate Operations</b>	<b>368 243</b>	<b>300 000</b>	-	<b>668 243</b>
<b>II. PROGRAMME IMPLEMENTATION</b>	-	-	-	-
<i>Developing and Promoting Disaster Risk Management</i>	-	-	23 242	23 242
Training	55 606	-	-	55 606
Research	-	-	-	-
Communication	-	-	-	-
<b>Total Developing and Promoting Disaster Risk Management</b>	<b>55 606</b>	-	<b>23 242</b>	<b>78 848</b>
<i>Integrating Material Science and Technology with Conservation</i>	-	-	25 231	25 231
Training	40 893	-	-	40 893
Research	-	-	-	-
Communication	-	-	-	-
<b>Total Integrating Material Science and Technology with Conservation</b>	<b>40 893</b>	-	<b>25 231</b>	<b>66 125</b>
<i>Improving Conservation Management Practices through World Heritage Convention</i>	-	-	119 398	119 398
Training	306 340	-	-	306 340
Research	27 416	-	-	27 416
Communication	267 938	-	-	267 938
<b>Total Improving Conservation Management Practices through World Heritage Convention</b>	<b>601 694</b>	-	<b>119 398</b>	<b>721 092</b>
<i>Promoting People-Centred Approaches to Conservation/Living Heritage</i>	-	-	27 167	27 167
Training	-	-	-	-
Research	-	-	-	-
Communication	-	-	-	-
<b>Total Promoting People-Centred Approaches to Conservation/Living Heritage</b>	-	-	<b>27 167</b>	<b>27 167</b>
<i>Building Regional Collaboration</i>	-	-	495 383	495 383
ATHAR	957 239	2 359 993	-	3 317 232
LATAM	-	-	-	-
MOSAIKON	65 321	-	-	65 321
CHA-ICCROM Fund Programme for ASIA	302 109	-	-	302 109
Collaborations with Regional Institutions	-	-	-	-
Regional Collaboration: Europe	12 311	-	-	12 311
<b>Total Building Regional Collaboration</b>	<b>1 336 979</b>	<b>2 359 993</b>	<b>495 383</b>	<b>4 192 355</b>
<i>Knowledge and Communications</i>	-	-	-	-
Library Activities	1 141	-	-	1 141
Archives Activities	-	-	-	-
Communications Activities	5 181	-	-	5 181
<b>Total Knowledge and Communications</b>	<b>6 322</b>	-	-	<b>6 322</b>
<i>Central Priority Fund</i>	-	-	91 977	91 977
Africa Strategy	309 346	-	-	309 346
<b>Total Central Priority Fund</b>	<b>309 346</b>	-	<b>91 977</b>	<b>401 323</b>
International Fellowships	81 060	-	-	81 060
Advice to International and Regional Conservation Network and Institutions	19 282	-	-	19 282
<b>Total Programme Implementation</b>	<b>2 451 182</b>	<b>2 359 993</b>	<b>782 399</b>	<b>5 593 574</b>
<b>III. PERSONNEL (OTHER COSTS)</b>	-	-	-	-
After Service Health Insurance Fund	-	-	-	-
<b>Total Personnel (Other Costs)</b>	-	-	-	-
<b>IV. FINANCIAL OPERATIONS</b>	-	-	-	-
Doubtful Contributions	-	-	-	-
Adjustments Rate of Exchange	-	-	-	-
General Management (Bad debts)	-	-	-	-
Increase of Funds	-	-	-	-
Administrative Support Costs	138 027	-	-	138 027
<b>Total Financial Operations</b>	<b>138 027</b>	-	-	<b>138 027</b>
<b>GRAND TOTAL</b>	<b>2 957 452</b>	<b>2 659 993</b>	<b>782 399</b>	<b>6 399 844</b>

In EUR. This table includes pledges, commitments and contributions to ICCROM's Programme Budget for the full biennium 2016-2017 for which legal commitments exist.

# TOTAL ALL FUNDS

Total Expenditure			Balance	Total Operating and Programme Expenditure	Total Staff Costs Expenditure	Total Expenditure	Available Balance	% of TAR Available
Total Programme Expenditure	Total Staff Costs Expenditure	Total Expenditure						
				3 884		3 884	66 116	
2 885		2 885	2 115	29 714	1 063	30 777	14 223	
3 243		3 243	160 000	87 729	962 283	1 050 012	941 892	
165 441		165 441	334 559	310 095	87 276	397 371	767 862	
				65 490	129 975	195 464	229 185	
				11 603	208 083	219 685	302 326	
							100 000	
171 569		171 569	496 674	508 514	1 388 679	1 897 193	2 421 604	56%
	10 901	10 901	12 341		166 208	166 208	199 401	
51 521		51 521	4 085	122 430		122 430	76 946	
51 521	10 901	62 422	16 426	122 430	166 208	288 638	276 346	49%
	16 859	16 859	8 372		217 348	217 348	288 145	
			40 893	20 461		20 461	202 086	
				192		192	11 808	
	16 859	16 859	49 266	20 653	217 348	238 001	502 039	68%
	50 921	50 921	68 477		282 788	282 788	288 624	
121 026		121 026	185 314	187 068		187 068	198 273	
29 274		29 274	[1 857]	29 274		29 274	[1 857]	
83 799		83 799	184 138	83 799		83 799	184 138	
234 099	50 921	285 020	436 072	300 141	282 788	582 928	669 177	53%
	15 186	15 186	11 981		69 802	69 802	46 695	
				500		500	34 500	
							5 000	
	15 186	15 186	11 981	500	69 802	70 302	86 195	55%
	485 388	485 388	9 995		640 588	640 587	119 793	
1 125 423		1 125 423	2 191 809	1 125 423		1 125 423	2 191 809	
				2 652		2 652	12 348	
7 349		7 349	57 971	7 349		7 349	57 971	
186 269		186 269	115 840	186 269		186 269	115 840	
				2 260		2 260	7 740	
6 995		6 995	5 316	6 995		6 995	5 316	
1 326 036	485 388	1 811 424	2 380 932	1 330 947	640 588	1 971 535	2 510 818	56%
					585 852	585 852	607 655	
			1 141	41 376		41 376	49 266	
				4 469		4 469	13 531	
5 181		5 181		40 586		40 586	58 595	
5 181		5 181	1 141	86 430	585 852	672 282	729 047	52%
	68 789	68 789	23 188		68 789	68 789	23 188	
137 101		137 101	172 245	137 101		137 101	172 243	
137 101	68 789	205 890	195 433	137 101	68 789	205 890	195 433	49%
16 072		16 072	64 988	67 783		67 783	89 317	57%
13 190		13 190	6 092	39 769		39 769	31 513	44%
1 783 200	648 044	2 431 244	3 162 330	2 105 754	2 031 374	4 137 128	5 089 884	55%
					358 886	358 886	141 114	
					358 886	358 886	141 114	28%
				310 729		310 729	(310 729)	
				(50 629)		(50 629)	50 629	
				360 440		360 440	(360 440)	
			138 027					
			138 027	620 540		620 540	(620 540)	
1 954 769	648 044	2 602 813	3 797 031	3 234 808	3 778 939	7 013 747	7 032 061	50%

## PARTNERSHIPS

Today, ICCROM works with 217 funding, operational and advocacy partners to ensure that the cultural heritage conservation objectives of Member States are met. ICCROM continues to prioritize relations with partners, and strives to strengthen strategic and operational collaboration globally, regionally and nationally. The main goal of the organization's vast network of partnerships is to ensure better outcomes for cultural heritage institutions and professionals by combining and leveraging complementary resources, and working together in a transparent, respectful and mutually beneficial way. These partnerships also underpin ICCROM's engagement in cultural heritage conservation fora and processes, where mutual understanding and strong alliances help ensure that cultural heritage goals are adequately prioritized.

The 2030 Agenda for Sustainable Development establishes an essential reference in future programmes and engagement with ICCROM's Member States. In addressing the agenda's goals, ICCROM will enhance integration, strengthen partnerships and develop innovative programmes across the heritage conservation sector. Efforts are currently being made to map ICCROM's contributions to different 2030 Sustainable Development Goals and targets across the sector.

ICCROM thanks all its partners of 2016. The results achieved would not have been possible without your trust and support.



### In partnership with UNESCO: A shared history, a promising future

In 2016, ICCROM amplified efforts to strengthen its partnerships with UNESCO and UNESCO World Heritage. ICCROM sought to capitalize on complementarity and sustainability in its works for cultural heritage protection, and provide training and technical assistance to professionals, communities and other cultural heritage stakeholders.

Since 1956, ICCROM has worked in close cooperation with UNESCO, participating in international campaigns and organizing trainings and scientific missions to assist Member States. ICCROM has served with pride as a technical partner to UNESCO and the UNESCO World

### Partnerships through Memorandum of Understanding

- AHRC/EPSRC Science and Heritage Programme, United Kingdom
- AIA - Academic Initiatives Abroad, United States
- AIAC - International Association for Classical Archaeology, Italy
- AISAR - International Archive on the Historical and Contemporary Practice of Restoration – For Cesare Brandi, Italy
- American University of Rome, United States
- ANSA - National Associated Press Agency, Italy
- ARC-WH - Arab Regional Centre for World Heritage
- ARPC - National Agency for the Management of Major Cultural Projects, Algeria
- Ars Civilis Foundation, Spain
- ARS Progetti: Environment, Resources and Development, Italy
- Athabasca University, Canada
- Bavarian Government represented by the University of Regensburg, Germany
- Bocconi University - ASK (Art Science and Knowledge), Italy
- BUA – Bern University of the Arts, Research Unit Materiality in Art and Culture, Switzerland
- BUNKA-CHO - Agency for Cultural Affairs, Japan
- C2RMF - Centre for Research and Restoration of the Museums of France, France
- Carabinieri Command for the Protection of Cultural Property, Italy
- Casa K'ojom, Guatemala
- CCI - Canadian Conservation Institute, Canada
- Central Bank of Ecuador, Ecuador
- CHA – Cultural Heritage Administration, Korea
- CHIN - Canadian Heritage Information Network, Canada
- CNR - National Research Council, Italy
- Council of Europe
- Cultural Heritage Agency, Netherlands
- Domodry Srl – Italy
- E.C.C.O. - European Confederation of Conservator-Restorers' Organizations A.I.S.B.L.
- Fayoum University, Egypt
- Federal State Budget Cultural Institution "Kizhi State Open Air Museum of History, Architecture and Ethnography", Russian Federation

Heritage Centre, dealing with practical aspects of heritage preservation – training research, expert advice, knowledge and information – in complement to UNESCO's work at the policy-setting and diplomatic levels.

The world is in need of such a partnership today. Hit with disasters both natural and man-made, with ever-increasing levels of conflict – even the mass destruction of cities – the world context is approaching the conditions which prompted UNESCO to found ICCROM 60 years ago.

**ICCROM is ready to act, with a partnership that is well defined, symbiotic and six-decades strong.**

- Federculture, Italy
- FICLU - Italian Federation of UNESCO Clubs and Centres, Italy
- Fraunhofer IBP - Institute for Building Physics, Germany
- TUM - Technische Universität München, Germany
- FTC/UNL - Faculty of Sciences and Technology, Portugal
- Getty Conservation Institute - Getty Trust, United States
- Getty Foundation, United States
- GHF - Global Heritage Fund, United States
- Government of Sharjah, United Arab Emirates
- Government of the United Arab Emirates
- Government of the United States of America
- IAA - Israel Antiquities Authority, Israel
- IA-TSU Tbilisi Institute of Archaeology, Georgia
- IBAM - CNR - Institute of Archaeological Heritage - Monuments and Sites, Italy
- ICCM - International Committee for the Conservation of Mosaics
- ICHHTO - Iranian Cultural Heritage Handicrafts and Tourism Organization, Iran
- ICOM - International Council of Museums
- ICOM-CC - International Conservation Committee of the International Council of Museums
- ICOMOS - ICORP
- ICOMOS - International Council on Monuments and Sites
- ICOMOS Italy
- ICVBC-CNR - Institute for the Conservation and Valorization of Cultural Heritage, Italy
- IEP - Institut d'Etudes Politiques de Paris, France
- IIC - International Institute for Conservation of Historic and Artistic Works
- IILA - Italo-Latin American Institute, Italy
- Incontro di Civiltà Association, Italy
- Inter-American Development Bank, United States
- IRCICA - Research Centre for Islamic History, Art and Culture, Turkey
- ISCR - Istituto Superiore per la Conservazione e il Restauro, Italy
- ISESCO - Islamic Educational Scientific and Cultural Organization
- Italian Geographical Society, Italy
- IUCN - International Union for Conservation of Nature and National Resources
- IULM - Libera Università di Lingue e Comunicazione, Italy
- KIK-IRPA – Royal Institute for Cultural Heritage, Belgium
- KLD - Ministry of Climate and Environment, Norway
- Lazio Region, Italy
- MIBACT - Ministry of Cultural Heritage and Tourism, Directorate General for Archives, Italy
- MIBACT - Ministry of Cultural Heritage and Tourism, Italy
- Ministry of Culture and Communication, General Directorate for Heritage, France
- Ministry of Public Works, United Arab Emirates
- MNAC - National Museum of Catalan Art, Spain
- National Heritage Board of Poland
- NCTA - National Council for Tourism and Antiquities, United Arab Emirates
- NHC.THU – National Heritage Center of Tsinghua University, China
- OFC – Swiss Federal Office of Culture, Switzerland
- OWHC - Organization of World Heritage Cities
- Politecnico di Torino, Italy
- RAÄ - National Heritage Board, Sweden
- Regional Centre for the Planning and Restoration of Cultural Heritage – Sicily Region, Italy
- Ritsumeikan University - R-DMUCH - Institute of Disaster Risk Mitigation for Urban Conservation Cultural Heritage, Japan
- Romualdo Del Bianco Foundation, Italy
- Russian State Scientific and Research Institute of Cultural and Natural Heritage named after D.S. Likhachev, Russian Federation
- SACH - State Administration of Cultural Heritage, China
- SAPES - Special Superintendence for Pompei, Italy
- SCI - Italian Chemical Society, Italy
- SEAMEO-SPAFA -Southeast Asian Ministers of Education Organization Regional Centre for Archaeology and Fine Arts, Thailand
- Smithsonian Institution, United States
- TOBUNKEN - Independent Administrative Institution National Institutes for Cultural Heritage Tokyo National Research Institute for Cultural Properties, Japan
- UCL Qatar - University College London Qatar
- UIA - International Union of Architects
- UNB - Université Nationale du Bénin
- UNESCO – Iraq Office
- UNESCO - The United Nations Educational, Scientific and Cultural Organization
- UNESCO - World Heritage Centre
- UNIDROIT - The International Institute for the Unification of Private Law
- Universidade Federal de Minas Gerais-CECOR, Brazil
- Università degli Studi della Tuscia, Italy
- Università degli Studi di Catania, Italy
- Università degli Studi di Padova, Italy
- Università degli Studi di Roma “Tor Vergata”, Italy
- Università degli Studi di Roma La Sapienza - Research Centre for Sciences Applied to Protection of Environment and Cultural Heritage, Italy
- Università degli Studi di Roma La Sapienza, Italy
- Università degli Studi di Urbino “Carlo Bo”, Italy
- Università degli Studi Roma Tre, Italy
- University of British Columbia, School of Library Archives and Information Studies, Canada
- University of Nova Gorica, Slovenia
- University of Tsukuba, World Heritage Studies and the Certificate Programme on Nature Conservation, Japan
- UOS - University of Sharjah, United Arab Emirates
- URBiS Library Network, Italy
- US Department of State, United States
- Welfare Association, United Kingdom
- WHITR-AP - World Heritage Institute of Training and Research for the Asia and the Pacific Region under the auspices of UNESCO, Shanghai Centre, China
- YOCOCU - Youth in Conservation of Cultural Heritage, Italy

**A full list of 2016 partners is available on the ICCROM website.**

## 2016 COURSE LIST

Course Title	Location	Date	Partners and Sponsors
RE-ORG Brussels	Brussels, Belgium	April 2015 – June 2017	KIK-IRPA – Royal Institute for Cultural Heritage, Belgium; Royal Museums of Art and History, Belgium
Training of Trainers: Preventive Conservation and Risk Preparedness for Movable and Immovable Cultural Heritage	Tunis, Tunisia	29 October – 5 November 2015	Department of Antiquities, Libya; UNESCO; Government of Tunisia; Government of Sharjah, United Arab Emirates
Paper Conservation in Latin America: Meeting East	Mexico City, Mexico	4 – 20 November 2015	CNCPC-INAH – National Coordination of the Conservation of Cultural Heritage, National Institute of Anthropology and History, Mexico; NRICP – National Research Institute for Cultural Properties, Japan
First Aid to Cultural Heritage in Times of Crisis: International Strategies for Ukraine	Opishne, Ukraine	23 – 25 November 2015	Prince Claus Fund, Netherlands; US Embassy in Ukraine Alumni Programme
ICCROM-CHA Forum on Traditional Knowledge Systems in Conservation and Management of Heritage in Asia	Bangkok, Thailand	14 – 16 December 2015	CHA – Cultural Heritage Administration, Republic of Korea; SEAMEO-SPAFA – Southeast Asian Ministers of Education Organization Regional Centre for Archaeology and Fine Arts, Thailand
Protection of Cultural Heritage in Times of Crisis Regional Workshop	Sharjah, United Arab Emirates	15 – 17 December 2015	ALECSO – Arab League Educational, Cultural and Scientific Organization; ISESCO – Islamic Educational Scientific and Cultural Organization; Government of Sharjah, United Arab Emirates
Training of Trainers: Protection of Yemenite Heritage in Times of Crisis	Amman, Jordan	21 – 23 December 2015	UNESCO Doha Office; Government of Sharjah, United Arab Emirates
Conservation and Management of Built Heritage	Jerusalem	24 January – 31 March 2016	European Union (EU); UNESCO; Welfare Association, Switzerland; Government of Sharjah, United Arab Emirates
International CollAsia Course on Conservation and Use of Southeast Asian Collections	Bandung, West Java, Indonesia	8 – 26 February 2016	Geological Museum, Indonesia; Geological Agency, Indonesia; Ministry of Energy and Mineral Resources, Indonesia; CHA – Cultural Heritage Administration, Republic of Korea
World Heritage Leadership Networks: Workshop Latin America	Rome, Italy	8 – 12 February 2016	KLD – Ministry of Climate and Environment of Norway; IUCN – International Union for Conservation of Nature and Natural Resources; ICOMOS – International Council on Monuments and Sites
Post-Earthquake Recovery, Safe Storage and Access of Museum Collections, National Museum of Nepal	Kathmandu, Nepal	21 – 26 February 2016	Department of Archaeology, Nepal; National Museum, Nepal; UNESCO Kathmandu; KLD – Norwegian Ministry of Climate and Environment; IUCN – International Union for Conservation of Nature and National Resources; Ritsumeikan University, Japan; ICOMOS Nepal
Post-Earthquake Recovery of Cultural Heritage, Department of Archaeology	Kathmandu, Nepal	22 – 26 February 2016	Department of Archaeology, Nepal; National Museum, Nepal; UNESCO Kathmandu; KLD – Norwegian Ministry of Climate and Environment; IUCN – International Union for Conservation of Nature and National Resources; Ritsumeikan University, Japan; ICOMOS Nepal
Integrating Documentation in Heritage Management: An Introduction to the Use of Geographic Information Systems – GIS	Sharjah, United Arab Emirates	28 February – 3 March 2016	University College London, Qatar; Government of Sharjah, United Arab Emirates



Course Title	Location	Date	Partners and Sponsors
RE-ORG Assam	Guwahati, India	28 February – 11 March 2016	Department of Cultural Affairs, Government of Assam, India; Indira Gandhi National Centre for the Arts, India; Assam State Museum, India
RE-ORG Atlantic Canada	Truro, Nova Scotia, Canada	1 – 4 March 2016	Association of Nova Scotia Museums, Canada; Museum Assistance Program of the Department of Canadian Heritage, Government of Canada
Conservation of Built Heritage	Rome, Italy	4 March – 29 April 2016	UNESCO World Heritage Centre; Villa D'Este, Italy; Municipality of Tivoli, Italy
RE-ORG Hellas	Athens, Greece	28 March – 9 April 2016	Hellenic Ministry of Culture and Sports, Greece; Diadrasis; Greece; Museum of the Archaeological Site of Kerameikos, Greece; Museum of Folk Art, Greece
Workshop on the Protection of the Historic Site of Suakin, Sudan	Suakin, Sudan	4 April 2016	Government of Sudan; Government of Sharjah, United Arab Emirates
International Expert Meeting on the Safeguard of Libyan Cultural Heritage	Tunis, Tunisia	9 – 11 May 2016	UNESCO; Department of Antiquities, Libya; United States Embassy to Libya Resident in Tunis; Government of Sharjah, United Arab Emirates
International Course on Wood Conservation Technology	Oslo, Norway	19 May – 30 June 2016	Riksantikvaren – The Directorate for Cultural Heritage, Norway; Norwegian University of Science and Technology
First Aid to Cultural Heritage in Times of Crisis	Washington DC, USA	2 – 29 June 2016	Smithsonian Institution, United States of America; Prince Claus Fund, Netherlands
RE-ORG Algeria	Oran, Algeria	12 – 23 June 2016	Ministry of Culture, Algeria; ICOM – International Council of Museums; Museum of Zabana, Algeria
World Heritage Monitoring at the Summer Palace World Heritage Site	Beijing, China	21 June – 2 July 2016	CACH – Chinese Academy of Cultural Heritage; SACH – State Administration of Cultural Heritage
Rapid Assessment Methods for Mural Paintings	Bagan, Myanmar	21 June – 1 July 2016	Department of Archaeology and National Museums, Myanmar; CHA – Cultural Heritage Administration, Republic of Korea
International Course on Japanese Paper Conservation	Tokyo, Kyoto, Mino, Japan	29 August – 16 September 2016	NRICP – National Research Institute for Cultural Properties, Japan
Cultural Heritage Protection in the Asia-Pacific Region	Nara, Japan	30 August – 29 September 2016	ACCU – Asia-Pacific Cultural Centre for UNESCO (Nara Office); BUNKACHO – Agency for Cultural Affairs, Japan; National Institutes for Cultural Heritage, Japan; TOBUNKEN – National Research Institute for Cultural Properties, Japan
First Aid to Cultural Heritage in Bagan Archaeological Area: A Community-based Training of Trainers	Bagan, Myanmar	9 – 15 September 2016	UNESCO Bangkok and Myanmar offices; Department of Archaeology and National Museums, Myanmar; National Museums, Myanmar; District Administration of Bagan, Myanmar
Disaster Risk Management of Cultural Heritage	Kyoto, Kobe, Sasayama, Japan	10 – 26 September 2016	R-DMUCH Institute of Disaster Risk Mitigation for Urban Conservation Cultural Heritage, Ritsumeikan University, Japan; UNESCO World Heritage Centre; ICOMOS – International Council on Monuments and Sites; Toyota Foundation, Japan
Nature-Culture Linkages in Heritage Conservation in Asia and the Pacific	Tsukuba, Japan	18 – 30 September 2016	University of Tsukuba, World Heritage Studies and the Certificate Programme on Nature Conservation, Japan; UNESCO World Heritage Centre; IUCN – International Union for Conservation of Nature and Natural Resources; ICOMOS – International Council on Monuments and Sites

## 2016 COURSE LIST

Course Title	Location	Date	Partners and Sponsors
International RE-ORG Seminar: Reconnecting with Collections in Storage	Brussels, Belgium	28 – 29 September 2016	KIK-IRPA – Royal Institute for Cultural Heritage, Belgium; Canadian Conservation Institute, Canada; Royal Museums of Art and History, Belgium
Site Management Planning and Management of Conservation Projects for Professionals	ICCROM-ATHAR	26 September – 13 December 2016	European Union (EU); UNESCO; Welfare Association, Switzerland; Government of Sharjah, United Arab Emirates
Assessing Risks for Museum Collections: Preparedness and Establishment of Emergency Contingency Plans for Museums (for Emiratis and Syrians)	Sharjah, United Arab Emirates	2 – 6 October 2016	UNESCO Iraq Office; Government of Sharjah, United Arab Emirates
Promoting People-Centred Approaches: Engaging Communities in the Conservation of Nature and Culture	Lake Ohrid region (Albania and the Former Yugoslav Republic of Macedonia)	4 – 13 October 2016	IUCN – International Union for Conservation of Nature and Natural Resources; ICOMOS – International Council on Monuments and Sites; UNESCO World Heritage Centre; European Union (EU); Ministry of Environment, Albania
Regional Leadership Course in First Aid and Risk Management for Cultural Heritage in Times of Crisis	Sharjah, United Arab Emirates	4 – 27 October 2016	Government of Sharjah, United Arab Emirates
Assessing Risks for Museum Collections, Preparedness and Establishment of Emergency Contingency Plans for Museums (for Iraqis)	Sharjah, United Arab Emirates	9 – 13 October 2016	UNESCO Iraq Office; Government of Sharjah, United Arab Emirates
LATAM Course on Stone Observation, Documentation and Diagnosis, Archaeological Site of Chicanná	Campeche, Mexico	10 – 22 October 2016	CNCPC – National Coordination of the Conservation of Cultural Heritage, National Institute of Anthropology and History, Mexico
Heritage Impact Assessments	Vigan, Philippines	17 – 28 October 2016	WHITRAP – World Heritage Institute of Training and Research for the Asia and the Pacific Region under auspices of UNESCO, Shanghai Centre, China; Tongji University, China; Shanghai Tongji Urban Planning and Design Institute, China; The City Government of Vigan, Philippines
CollAsia Course – Conserving Textiles and Costumes in Guatemala	Antigua, Guatemala	24 October – 11 November 2016	Casa K'ojom, Guatemala; CHA – Cultural Heritage Administration, Republic of Korea; Ministry of Culture and Sports, Guatemala; Ixchel Museum of Indigenous Textiles and Clothing
Heritage Impact Assessments at World Properties	Stone Town, Zanzibar, United Republic of Tanzania	31 October – 9 November 2016	AWHF – African World Heritage Fund, Revolutionary Government of Zanzibar, United Republic of Tanzania; Stone Town Conservation and Development Authority, United Republic of Tanzania; UNESCO World Heritage Centre; Norwegian Ministry of Foreign Affairs; Federal Office for Culture, Switzerland
RE-ORG Udaipur - Rajasthan	Udaipur, India	1 – 11 November 2016	IGNCA – Indira Gandhi National Centre for the Arts
Paper Conservation in Latin America: Meeting with the East	Mexico City, Mexico	9 – 25 November 2016	CNCPC – National Coordination of the Conservation of Cultural Heritage, National Institute of Anthropology and History, Mexico; TOBUNKEN – National Research Institute for Cultural Properties, Japan
ICCROM-CHA Forum on National Conservation Policy	Beijing, China	6 – 9 December 2016	CHA – Cultural Heritage Administration, Republic of Korea; Tsinghua University, China

# 2016 HIGHLIGHTS

**January 2016**  
Ukraine joins ICCROM, bringing the number of Member States to 135

**February 2016**  
The Director-General of Tokyo National Research Institute for Cultural Properties visits ICCROM, signs five-year agreement for international trainings on Japanese paper conservation

**April 2016**  
ICCROM's Director-General participates in the eighth Global Colloquium of University Presidents at Yale University in New Haven, United States

**May 2016**  
The Libyan Department of Antiquities in partnership with international experts and ICCROM, through its ICCROM-ATHAR Regional Office in Sharjah, holds International Experts Meeting on Safeguarding Libyan Cultural Heritage in Tunis, Tunisia

**June 2016**  
ICCROM holds fifth international course on First Aid to Cultural Heritage In Times of Crisis at The Smithsonian, Washington DC, United States

ICCROM coordinates an expert panel at the UNISDR High Level Forum on Implementing the Sendai Framework for Disaster Risk Reduction at Local Level in Florence, Italy

**August 2016**  
On 24 August, earthquakes strike both Italy and Myanmar; ICCROM engages in international effort for damage assessment and rescue

**September 2016**  
ICCROM signs six-year partnership project – World Heritage Leadership – with IUCN at the IUCN World Conservation Congress in Hawaii, United States

Over 200 museum professionals gather at Royal Museums of Art and History in Brussels, Belgium to discuss use of the RE-ORG methodology, originally developed by ICCROM with the support of UNESCO

**November 2016**  
Prince Charles tours ICCROM-ATHAR, United Arab Emirates

60th anniversary of the decision to establish ICCROM (New Delhi, UNESCO General Conference)



Advisory services provided

**26**



Networking activities attended

**38**



High-level expert meetings held or supported

**6**



Total courses

**42**



International lectures given

**12**



Events attended in Italy

**39**



Partner organizations

**217**



Voluntary contributions raised for 2017

**€2.9M**



Institutional visits received

(Delegations received at ICCROM Headquarters and Regional Centre)

**12**

All statistics cited are provisional and subject to change.






PHOTO: TAJIK SCHOOLGIRL, GURTUCLUGH, CHINA. © REZA / WEBISTAN, 1995

### About the Photographer

Renowned photojournalist Reza has documented lives, lands and societies the world over, most notably for *National Geographic*. His images have appeared in *Time*, *Newsweek*, *El País* and *Geo*, as well as on the National Geographic Channel. Reza has conveyed his humanitarian vision through several monumental public installations, including *Mémoires d'Exil* at the Louvre Carrousel in 1998. Since 1983, he has used his talents to share the language of images with youth and women from societies riven by conflict. Author of thirty books and recipient of numerous awards, he is a Chevalier of the National Order of Merit in France.

ICCROM has partnered with Reza for this 60th anniversary edition of its Annual Report. His photographs capture ICCROM's core philosophy: the critical bond between humanity and culture, and the power of both to build better societies.

Via di San Michele 13  
I-00153 Rome, Italy  
Telephone: +39-06585531  
Fax: +39-0658553349  
iccrom@iccrom.org  
www.iccrom.org

 iccrom\_official  
 www.facebook.com/iccrom  
 @ICCROM

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