

ISSUE 43



Annual Report 2017





PHOTO: Masked khon dancers Tos-Sa-Kan and Nang Montro, Thailand. © Kritfoto (kritisada doungdao)/Shutterstock.com



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We work
to protect
all forms
of cultural
heritage,
*in every
region of
the world.*

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PHOTO: Shoreline at Senya Baraku, Ghana. lapping, Creative Commons License (Creative Commons CC0)/Pixabay

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PHOTO: Torii gates in Fushimi Inari Shrine, Kyoto, Japan. © Ikunl/Shutterstock.com



What Is ICCROM?

ICCROM is an intergovernmental organization working in service to its Member States to promote the conservation of all forms of cultural heritage, in every region of the world. It operates in the spirit of the 2001 UNESCO Universal Declaration on Cultural Diversity, which states that “Respect for the diversity of cultures, tolerance, dialogue and cooperation, in a climate of mutual trust and understanding, are among the best guarantees of international peace and security.”

For more than six decades, ICCROM has partnered with Member States to support them in safeguarding heritage within their borders and beyond. Working at the international and governmental levels, and with institutions and professionals on the ground, the organization engages and informs new generations of professionals and the general public with an interest in heritage.

The only institution of its kind in the world, ICCROM is small and agile, enabling it to respond swiftly to the needs of its Member States. At the same time, as an intergovernmental organization with a vast network of conservation experts, ICCROM relies on formal institutional collaborations with organizations such as UNESCO, both Headquarters and Regional Offices together with its World Heritage Committee to which ICCROM is an Advisory Body; non-governmental organizations such as ICOMOS, ICOM, ICA and IIC; and scientific institutes and universities in Member States.

Those working on the front lines of heritage preservation, including scientists, conservators, museum curators, site managers, archivists, researchers and archaeologists, rely on ICCROM for its world-class initiatives in conservation training, information, research, cooperation and advocacy.

年十一月吉日建之

2017 HIGHLIGHTS

JANUARY

- Roundtable on Post-Conflict Reconstruction of Historic Cities, Louvre-Lens, France

FEBRUARY

- UNESCO Director-General Irina Bokova visits ICCROM-Sharjah, UAE

MARCH

- ICCROM participates in G7 Culture Meetings, Florence, Italy

APRIL

- Collaboration Agreement with Ibermuseos, Latin America

MAY

- RE-ORG Nigeria Workshop, Jos, Nigeria
- Documenting Our Heritage at Risk Conference, Rome, Italy

JUNE

- Linking Nature and Culture Course, Røros Mining Town, Norway

JULY

- SOIMA Course, Accra, Ghana

AUGUST–SEPTEMBER

- Annual Japanese Paper Conservation (JPC) Course, Tokyo, Japan

SEPTEMBER

- Kizhi Wooden Architecture Conservation and Restoration Course, Kizhi Pogost, Russian Federation

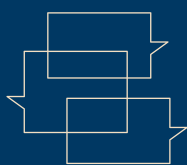
OCTOBER

- UNESCO Memorandum of Understanding, Paris, France
- CHA Korea/ICCROM Framework Arrangement
- Promoting People-Centred Approaches to Conservation Course, Italy

NOVEMBER– DECEMBER

- 30th General Assembly, Thematic Discussion on Post-Conflict Reconstruction Recovery and Community Involvement, Rome, Italy

by the Numbers



62

NETWORKING
ACTIVITIES ATTENDED



2.1m€

VOLUNTARY
CONTRIBUTIONS
RAISED FOR 2018



21

INTERNATIONAL
LECTURES GIVEN



5

EXPERT MEETINGS
ORGANIZED



195

PARTNER
ORGANIZATIONS



28

TOTAL COURSES



36

INSTITUTIONAL
VISITS RECEIVED

*(Delegations received
at ICCROM HQ and
Regional Centre)*



36

ADVISORY
SERVICES PROVIDED



28

EVENTS ATTENDED
IN ITALY

*All statistics cited are provisional
and subject to change.*

ICCROM'S

Added Value for Partners

Our programmes and strategy rely on strong partnerships, with common understandings and common goals. We value collaboration, and offer in exchange:

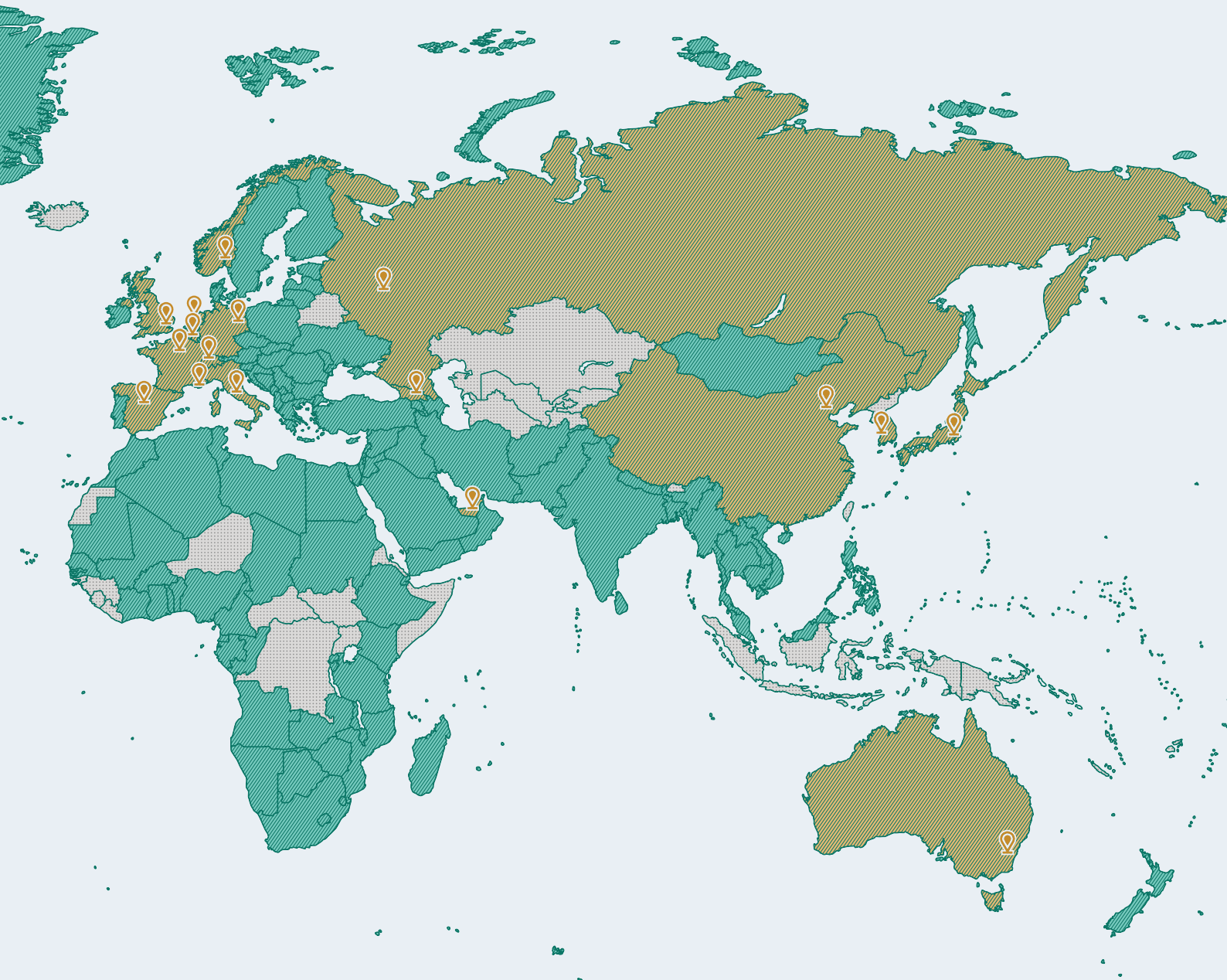
- A recognized global brand in the conservation sector
- An established reputation for quality
- A one-of-a-kind network, with access to governments, universities, institutions, civil society and our expanding alumni of heritage professionals
- Impartiality and neutrality as an intergovernmental, non-profit entity
- Innovative and up-to-date solutions
- Agility to mobilize rapidly for emergency needs
- A voice that speaks to high-level decision makers, heritage conservation professionals, local communities and the general public
- A platform for global outreach through our Member States
- A worldwide mandate for cultural heritage conservation and management, improving the well-being of societies.



 LEADING CONTRIBUTING STATE

 MEMBER STATE

 NON-MEMBER STATE



In this biennium, 135 Member States have contributed to ICCROM's mission, vision and mandate. We thank you all for your support.

Certain Member States have distinguished themselves by providing significant regular contributions, through extra-budgetary donations, or both. This support level has enabled important programmes and activities. We honour these Member States for their vital contributions, which ensure ICCROM's continued global relevance. Their generous support benefits both the conservation community and the larger society.

We encourage more Member States to fund ICCROM's programmes through extra-budgetary contributions. Your investments will yield concrete results by improving professional capacities and societal well-being across our Member States and throughout the world.

LEADING CONTRIBUTING STATES

Australia	Mexico
Belgium	Monaco
Brazil	Netherlands
Canada	Norway
China	Peru
France	Russian Federation
Georgia	Spain
Germany	Switzerland
Italy	United Arab Emirates
Japan	United Kingdom
Korea (Republic of)	United States of America

MESSAGE FROM OUR OUTGOING DIRECTOR-GENERAL

The year 2017 was my last as Director-General of ICCROM. During my mandate, I pushed to transform the organization, strengthening it to be prepared to address changing needs and future challenges of the sector. Over six years, we've worked to restructure our financial tools and set-up to assure that ICCROM is on par with the United Nations and other international organizations. We are debt-free, a prerequisite for resource mobilization, and our financial structure is reliable, credible and sustainable, with quality assurances. ICCROM today is an ideal partner organization because we can now interact with donors in a credible way.



We've reduced the fragility of ICCROM's financial situation by implementing systems and modalities that stabilize the organization. These include collaborative conservation projects made possible by extra-budgetary contributions from individual Member States, and pooling mechanisms that permit multiple Member States, private donors or foundations to contribute to shared projects. These tools make ICCROM's action sustainable, with the understanding that new projects are likely to be transnational, with multiple entities contributing.

Another vital step has been ensuring that activities in our Programme of Work and Budget (PWB) 2018–2019 are connected to the Sustainable Development Goals (SDG). This linking of culture and care for heritage to the SDGs is key to ICCROM's future, a future involving a joint effort with UNESCO to adhere to the SDGs more dynamically and drive messaging around the importance of culture and heritage in today's world.

The ICCROM I leave is branching out beyond technical restoration to assume a more formal role in cultural diplomacy. This constitutes an enlargement of the organization's mandate and an essential change in its core work. Nonetheless, this cultural diplomacy function reinforces a role ICCROM has had since its inception: encouraging dialogue between stakeholders and Member States, offering a place where challenges and solutions can be addressed frankly in a spirit of cultural diversity. This openness and inclusivity spurs international collaboration and promotes social inclusion, especially in cases of shared heritage.

On a more personal note, I extend heartfelt congratulations to my successor, Webber Ndoro, and wish him well as he begins collaborating with the Member States, colleagues and partners who have made the past six years so fruitful for me. It was my intent to share knowledge and opportunities with the sector in a spirit of humility and openness. In a constantly changing world, the values of ICCROM, the ethics of the conservation profession, must remain our constant and guiding principles.

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

Stefano De Caro

MESSAGE FROM OUR INCOMING DIRECTOR-GENERAL

ICCROM is an organization with an outstanding reputation globally for pioneering approaches to conservation of cultural heritage. I am excited to join the organization at this critical moment in its history: sixty solid years in its wake, infinite possibilities on its horizon.

To ICCROM's collaborators old and new, I assure you that we will continue with our traditional capacity building programming over the next few years. We will also move forward on new themes identified in the 2016–2017 biennium: addressing pressing global concerns, creating a diverse and inclusive global network, prioritizing Africa and Latin America and further transforming ICCROM for the future. To make all this possible, we must acknowledge that conservation today is inextricably linked to social and economic development and sustainability. Civil society, local communities, indigenous peoples and religious groups have all increased their engagement with activities related to the conservation of cultural heritage.

For ICCROM, this means that our training, advocacy and dissemination should embrace and promote diversity and people-centred approaches. Indeed, engaging communities and considering societal needs links ICCROM with the 2030 Sustainable Development Agenda. It also increases the number of players in conservation to include heritage and non-heritage players, state and non-state actors. The wider the community, the more inclusive the impact.

One of the most important tenets of ICCROM is to ensure that Member States feel part of our global mandate and that their needs are reflected in the programmes and our work. They own ICCROM, and with that ownership comes rights as well as responsibilities. For ICCROM to provide for our Member States, we must ensure that we are a global, expert and scientifically driven standard-setting organization, while at the same time making certain that regional issues of importance to Member States are addressed. In turn, Member States must keep us abreast of evolving realities, needs and opportunities for collaboration.

The organizational changes that my predecessor set in motion have put ICCROM on a path of growth, resilience and increased relevance. To honour those efforts and people around the globe who look to us and the larger conservation community to help preserve what is sacred, we must soldier on. It is our duty to ensure that ICCROM is an international organization whose programmes allow for continued exchange internationally while promoting the conservation of cultural heritage for peace, social cohesion and sustainable development.



Webber Ndoro



SECTION 1

Our WORK

Training / Knowledge / Cooperation /
Public Information and Advocacy

SPECIAL FEATURES: Wooden Architecture,
URBiS, Culture and Communities
in African Landscapes, The Value of
Cultural Diplomacy



PHOTO: Rye harvest, Kizhi Island, Russian Federation. Alexander Lvov, © Kizhi Open-Air Museum



Training

Overview of Activities

Training heritage professionals in conservation and restoration is at the heart of ICCROM's work. The 2017 training programme was designed to meet the traditional and emerging needs of conservation professionals. This approach included a deepened engagement around RE-ORG, the methodology developed with UNESCO to help museums regain control of and protect collections in storage. And the annual International Summer School on Communication and Teaching Skills in Conservation and Science innovated new methods to teach conservation and science, moving learning from the laboratory to the everyday world.

In 2017, ICCROM and partners launched the first course of the pioneering World Heritage Leadership Programme (WHLP). The programme, devised in partnership with the International Union for Conservation of Nature (IUCN) and Norway, aims at fortifying linkages between natural and cultural heritage.

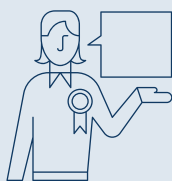
All the while, ICCROM continued delivering its signature courses on materials (paper, wood, stone), sound and image collections, people-centred approaches to conservation and disaster risk management. The ICCROM-ATHAR Regional Office forged ahead in its service to the rich heritage of the Arab region, including in areas where conflict has put that heritage at imminent risk. Taken together, these activities signal a commitment both to ICCROM's past and to a dynamic and demanding future.

Training heritage professionals in conservation and restoration is at the heart of ICCROM's work.

PHOTO: Participants at Røros course, Norway. Haifaa Abdulhalim, © ARC-WH and IUCN

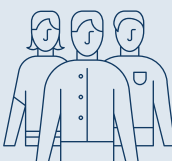


by the Numbers



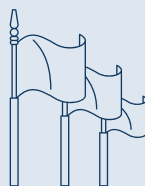
70

EXPERTS ENGAGED



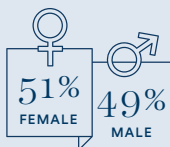
486

COURSE PARTICIPANTS



93

NATIONALITIES REPRESENTED



COURSE PARTICIPANT GENDER BREAKDOWN



105

COURSE PARTICIPANTS FROM MENA REGION

Projects in Focus

Disaster and Risk Management

Workshop on Preventive Conservation Held in Teheran

On 8–12 January, 34 museum professionals from six countries gathered at the National Museum of Iran in Teheran for the International Training Workshop on the Museum Environment and Preventive Conservation. The workshop, organized by the Research Centre for Conservation of Cultural Relics (RCCCR), ICOM National Committee for Iran and ICCROM, introduced preventive conservation, strengthened regional collaboration and built a professional network to ensure protection of heritage collections.

Out of Storage with the Geneva Ethnographic Museum

The Geneva Ethnographic Museum (MEG) hosted a RE-ORG workshop on 1–2 February. Its collection – one of the largest in Switzerland, with over 70 000 items – will be transferred in 2018 to a shared storage facility. To prepare for the move, curators and administrators worked with ICCROM to leverage the RE-ORG methodology to improve use of and access to MEG collections while ensuring long-term preservation.

Chile Commits to Nationwide RE-ORG Strategy

On 13 March, more than 200 Chilean heritage professionals attended a public lecture by preventive conservation expert Gaël de Guichen entitled “Storage: A Priority Location to Enliven Museums,” at the National Centre for Conservation and Restoration (CNCR) in Santiago. This event marked the launch of the Chilean RE-ORG strategy, which will be implemented over 2017–2019. RE-ORG Chile is an initiative of the Direction of Libraries, Archives and Museums (DIBAM) and CNCR.

On 13–17 March, conservators from CNCR and collection managers from DIBAM participated in a RE-ORG mentor training workshop at the Gabriela Mistral Education Museum. There they learned RE-ORG essentials along with communication and team-building. The next project phase includes selecting museums to participate in the national workshop and preparing the workshop programme and the mentoring strategy for 2018.

Iraqi Specialists Delve into Preventive Conservation in Jordan

On 9–16 July, the ICCROM-ATHAR Regional Office, in cooperation with the UNESCO Office for Iraq and the State Board of Antiquities and Heritage (SBAH) in Iraq, launched a training course called Introduction to Preventive Conservation for Museum Collections for Iraq. Twenty-two specialists and employees of the State Board of Antiquities and Heritage (SBAH) in Iraq participated in this course in Amman, Jordan. The course provided a systematic approach to assess, prevent, eliminate or reduce risks to collections, using locally available resources and maintaining a focus on the Iraqi context. Course activities included lectures, group exercises and discussions, participant presentations, and site visits to Jordanian museums.



PHOTO: Drummers at SOIMA course, Ghana. © ICCROM

RE-ORG Croatia Gets Started in Zagreb

On 5–7 July, RE-ORG Croatia was launched with a three-day Training of Trainers workshop for Croatian professionals. Preventive conservation expert Gaël de Guichen led off the proceedings with a public lecture on RE-ORG.

On 6–17 November, RE-ORG mentors from Croatia, Serbia and Slovenia led a two-week workshop in collaboration with the ICOM National Committee for Croatia. The Ethnographic Museum, Zagreb opened its storage areas to workshop participants from Croatian and Slovenian museums. They created a temporary location system, freed the storage corridors and furniture from non-collection objects, and regrouped dispersed collections.

RE-ORG Croatia is organized by ICCROM in collaboration with ICOM SEE – International Council of Museums South East Europe Alliance, the City of Zagreb and the Croatian Ministry of Culture.

Japan International Training Course Examines Disaster Risk Management

Cultural heritage is increasingly exposed to disasters caused by human and natural factors. Due to limited resources, disaster response professionals and institutions dealing with heritage sites, museums and external agencies need to maintain closer coordination. The international training course

on Disaster Risk Management of Cultural Heritage, held from 28 August to 16 September in Kyoto, Kobe and Kumano, provided 11 participants from ten countries with an overview of these issues. Attendees learned to carry out disaster risk management plans for cultural heritage and integrate them into local, urban and regional plans, using practical tools (e.g. cost–benefit analysis, value assessment, budgeting and communication methods) and reinforcing international scientific support networks nationally and regionally.

The Institute of Disaster Risk Mitigation for Urban Cultural Heritage, Ritsumeikan University, organized the course in cooperation with UNESCO, ICCROM, the International Council on Monuments and Sites/International Committee on Risk Preparedness (ICOMOS/ICORP) and ICOM. Additional support came from the Japanese National Institutes for Cultural Heritage (NICH).

Workshop Supports Disaster Risk Reduction in Southeast Asia, Pacific

In Penang, Malaysia on 5–6 April, the UNESCO Office in Jakarta, Ritsumeikan University in Kyoto and ICCROM held an inception workshop called Capacity Building for Disaster Risk Reduction of Heritage Cities in Southeast Asia and Small Island Developing States in the Pacific. Designed to support disaster planning for heritage professionals, the workshop gathered 24 participants from three countries to explore strategies for heritage cities, integrating disaster risk reduction into overall heritage management plans. Participants are expected to formulate risk reduction strategies for their own cities within one year of the workshop.

Material Science and Technology

Kizhi Island Course Examines Wooden Architecture

The training course on Wooden Architecture Conservation and Restoration was held on 11–30 September on Kizhi Island and Petrozavodsk, Republic of Karelia, Russian Federation. Eighteen participants from 15 Member States learned about Russian wooden architecture and carpentry traditions and were trained in monitoring and maintenance. This intensive course combined theoretical and practical sessions with participation in restoration projects at the Kizhi Open-Air Museum, Kizhi Pogost World Heritage Site.

The Kizhi Open-Air Museum organized the course in collaboration with ICCROM, the Petrozavodsk State University and UNESCO Chair of Wooden Architecture Research and Preservation, the Ministry of Culture of the Republic of Karelia, and the Ministry of Culture of the Russian Federation.

SOIMA 2017 in Ghana

On 9–23 July, the Sound and Image Collections Conservation (SOIMA) programme's international course on Sustaining Sound and Image Collections gathered 17 participants from

12 countries at the Institute of African Studies at the University of Ghana in Accra. Participants discussed audiovisual heritage and its preservation and use for creative purposes. The Institute's J. H. Kwabena Nketia Archives, founded to study the vibrant oral heritage of Ghana, provided a case study, and a field recording exercise gave participants hands-on experience in capturing audio and video of Ghanaian music and dance groups.

At a SOIMA public symposium on 21 July entitled "Sound and Image Heritage for Creativity, Peace and Development," eight speakers from five countries shared views on how sound and image heritage can help create jobs, promote peace and contribute to a creative society.

ICCROM organized the course with the University of Ghana, Institute of African Studies, in cooperation with the Netherlands Institute for Sound and Vision, Ghana's National Film and Television Institute (NAFTI), the International Council on Archives (ICA) and the International Association of Sound and Audiovisual Archives (IASA).

Japanese Paper Studied at Annual Course

The International Course on Japanese Paper Conservation, held from 28 August to 15 September, offered conservation professionals from ten Member States a holistic look at Japanese paper and traditional conservation techniques. Participants gained insight into traditional Japanese paper-mounting techniques and materials, as well as the principles of caring for such collections in Japan, including protecting the crafts required for conservation. They also assessed the applicability of the Japanese approach, materials and techniques to non-Japanese cultural heritage. ICCROM and the National Research Institute for Cultural Properties (NRIICP) in Tokyo have organized this course annually since 1992.

Summer School Highlights Communication and Teaching

ICCROM's third instalment of the International Summer School on Communication and Teaching Skills in Conservation and Science, held on 10–21 July in Rome, gathered 18 participants from 17 countries to investigate alternative approaches to teaching and learning about conservation and science, while examining existing practices. The Summer School was an opportunity for intercultural, interdisciplinary exchange with experts from across the globe and a chance to reflect on the best means to share conservation knowledge.

Mexico Stone Conservation Course Postponed

The 20th International Course on Stone Conservation in Mexico City and Chicanná (Campeche), originally planned from 9 October to 8 December, was postponed to 2018 following Mexico's September 2017 earthquake. The course aims to improve stone conservation practice internationally by sharing insights, methodologies and practical approaches. ICCROM and the National Institute of Anthropology and History (INAH) are the partner institutions for this activity.

ACTIVITY IN FOCUS

RE-ORG Nigeria

Launched with Support from the United States

In February, the US Ambassador to Nigeria, W. Stuart Symington, awarded a USD 116 000 grant under the Ambassadors Fund for Cultural Preservation to launch RE-ORG Nigeria, in partnership with ICCROM, the Nigerian National Commission for Museums and Monuments, and Ahmadu Bello University. The purpose was to improve conditions and access to the collection storage areas of ten national and two university museums, through the application of ICCROM's RE-ORG method.

In May, 22 professionals from those museums took part in a two-week RE-ORG workshop at the National Museum of Jos, one of Nigeria's most influential institutions. Participants addressed storage needs for over 4 000 objects, including an exceptional collection of Nok figures that were overcrowding the storage alleys. They estimated collections space needs, visualized the floor plan and implemented necessary changes to ensure long-term preservation and access.

After the workshop's conclusion, participants returned to their home institutions to revise and implement reorganization plans, keeping connected through social media. By August 2017, all 12 museums had submitted "Home Projects," eligible for grants up to USD 1 500 to provide equipment and supplies, complementing the knowledge, skills and innovating spirit of their staff. Grants awarded by November 2018 ensured effective start of the projects. An evaluation seminar is planned for June 2018 at the Ahmadu Bello University in Zaria.



PHOTO: National Museum of Jos, Nigeria. © ICCROM

Chinese Government Scholarship Fund

Thanks to a generous contribution from the Chinese State Administration for Cultural Heritage (SACH), every year since 2014, scholarships have been awarded to heritage professionals worldwide to participate in ICCROM's international courses.

In 2017, 30 professionals from 25 different countries benefited from this fund, including Argentina, Bangladesh, Brazil, Croatia, Estonia, Ethiopia, Georgia, India, Indonesia, the Islamic Republic of Iran, Kenya, Kyrgyzstan, Malaysia, Morocco, New Zealand, Nigeria, Philippines, Poland, Portugal, Romania, South Africa, Saint Lucia, Turkey, United Republic of Tanzania and Zimbabwe. In total, two-thirds of those awarded an ICCROM scholarship were supported through Chinese funds.

ICCROM expresses its deep gratitude to SACH and invites other Member States to join in this initiative.



PHOTO: Moon gate at Suzhou, China. © ICCROM

World Heritage

Linking Nature and Culture in Norway

On 6–16 June, the International Course on Linking Nature and Culture in World Heritage Site Management took place at Røros Mining Town and the Circumference World Heritage Site in Norway. This groundbreaking course is a key component of the new World Heritage Leadership Programme (WHLP).

Twenty participants from 20 countries covered topics ranging from the evolution of conservation concepts to techniques and tools used in managing heritage sites. This course was the first major activity of the WHLP and brought together practitioners from the cultural and natural heritage sectors. ICCROM, IUCN, ICOMOS and the UNESCO World Heritage Centre implemented the course in collaboration with Norwegian partners and with financial support from the Swiss Federal Office of Culture.

Participants Study World Heritage Site Management in China

The World Heritage-listed Cultural Landscape of Honghe Hani Rice Terraces was the location of the Course on Management and Monitoring of World Heritage Sites with Special Reference to China on 14–25 August. Seventeen participants from ten countries learned about current thinking, trends and approaches to managing cultural World Heritage properties, with a focus on monitoring. ICCROM and the Chinese Academy of Cultural Heritage organized the course at the invitation of the State Administration of Cultural Heritage (SACH) for professionals working at World Heritage properties in China and for international participants selected by ICCROM and funded by SACH.

People-Centred Approaches to Heritage

Course Promotes Putting People at the Heart of Conserving Nature and Culture

On 10–20 October, 22 participants from 21 Member States explored the challenge of keeping people at the centre of conservation. The Course on Promoting People-Centred Approaches (PCA) to Conservation strengthened practitioners' understanding of communities as a core component of heritage management. Travelling from Naples via Rome to Trento, participants shared experiences from cultural and natural heritage sectors, learning from each other and from those actively involved with communities and heritage.

Now in its third edition, this course was recently integrated into the World Heritage Leadership programme (WHLP). Course partners included the Herculaneum Conservation Project, MuSe, the Palafitte del Lago di Ledro Museum, Parco Archeologico

di Ercolano, Provincia Autonoma di Trento, Trento School of Management, and UNESCO Dolomites Foundation.

Regional Collaboration

CollAsia Course Looks at Packing and Storing Collections

Korea's National Research Institute of Cultural Heritage (NRICH) hosted Packing and Storing Objects and Collections: Tradition and Modernity on 11–25 October in Daejeon, Republic of Korea. This CollAsia course involved 24 conservation professionals from 16 countries who explored collections storage management, taking a fresh look at material and social issues from both traditional and modern perspectives. The goal was to improve scientific literacy and critical thinking amongst professionals caring for Southeast Asian heritage collections.

The course marked the fifth anniversary of the agreement between Cultural Heritage Administration (CHA), Republic of Korea and ICCROM. The activity also benefited from the collaboration of the National University of Cultural Heritage (NUCH) and the National Palace Museum, Seoul.

ICCROM-ATHAR Develops Refresher Course Programme

The ICCROM-ATHAR Regional Office developed Introduction to Documentation and Conservation of Built Heritage in the Arab Region as a series of refresher courses for professionals caring for cultural heritage. Five one-week training modules, held at the ICCROM-ATHAR Regional Conservation Centre in Sharjah, UAE, addressed Architectural Documentation for Built Heritage (21–25 May); Conservation of Stone and Mortar (10–14 September); Structural Conservation (1–5 October); Principles of Conservation and Management of Historic Sites (8–12 October) and Conservation of Earthen Architecture (5–9 November).

Instruction in theoretical concepts, principles and scientific techniques combined with site visits and case studies. Participants also presented case studies of urban conservation in Aleppo, Syria, and Zabeed, Yemen, and heard about a project for Cairo's community engagement by an NGO called Al-Athar Lena (Heritage Is Ours). The course was given in partnership with the Sharjah Institute for Heritage, and under the patronage of H. H. Sheikh Dr Sultan bin Mohammed Al Qasimi, Member of the Supreme Council and Ruler of Sharjah.

Tunis Workshop Looks at Funding Conservation Projects in Conflict Zones

On 22–23 March, the ICCROM-ATHAR Regional Office and the Prince Claus Fund organized a workshop on project funding applications for cultural heritage protection in conflict zones, with the support of the US Embassy in Libya (currently in Tunis). Professionals from Libya, Iraq and Yemen attended

the Tunis-based workshop, where they presented projects and reviewed the main criteria for funding success. The ICCROM-ATHAR Regional Office agreed to provide consultation and technical support on project application forms in collaboration with stakeholders, especially those in Libya. This workshop also provided Arab League Educational, Cultural and Scientific Organization (ALECSO) partners with an opportunity to explore collaboration in the observatory project utilizing the GIS Lab.

Nara Course Aims at Protecting Wooden Structures in Asia-Pacific Region

Wooden structures in the Asia-Pacific Region are of great value, and safeguarding them requires proper investigation, analysis and preservation by heritage professionals. The Training Course on Cultural Heritage Protection in the Asia-Pacific Region 2017: Preservation and Restoration of Wooden Structures, held from 29 August to 28 September in Nara, Japan, offered 15 participants from 14 countries a range of skills-based techniques as well as guidelines for maintenance, use and risk management. The course was jointly organized with the Asia-Pacific Cultural Centre for UNESCO (ACCU); the Agency for Cultural Affairs, Japan (Bunkacho); and National Research Institute for Cultural Properties in Tokyo and Nara. Also collaborating were the Japanese Association for Conservation of Architectural Monuments (JACAM); Japan Consortium for International Cooperation in Cultural Heritage (JCIC-Heritage) under the auspices of Japanese National Commission for UNESCO; Prefectural Government of Nara; and City Government of Nara.

Capacity Building Workshop Focuses on Nature-Culture Linkages

On 15–26 September, 21 participants from 19 countries gathered in Tsukuba, Japan, to explore nature-culture linkages in sacred landscapes, considering the cultural values of natural areas and the cultural practices of sacredness as tools for conserving cultural and natural heritage. They shared experiences with local managers and residents in sacred areas and sites, helping establish networks among heritage practitioners in the region. Participants also made recommendations for conserving sacred landscapes in the Asia-Pacific Region following a nature-culture approach. The World Heritage Studies and the Certificate Programme on Nature Conservation (CPNC) at the University of Tsukuba organized the course in cooperation with UNESCO World Heritage Centre, ICCROM, ICOMOS and IUCN.



PHOTO: Wooden church at Kizhi Pogost, Russian Federation. Alexander Lvov, © Kizhi Open-Air Museum.

SPECIAL FEATURE No.1

Wooden Architecture:

*Learning from Ancestors,
Preserving for Descendants,
Training Contemporaries*

An Interview With Olga Titova, Head of the Unit for World Heritage Site “Kizhi Pogost” Management and Development

ICCROM: *Dr Titova, what is the importance and significance of the Kizhi site?*

Olga Titova: The site of Kizhi Pogost is located on Kizhi Island, one of many islands in the middle of Lake Onega in the Republic of Karelia, northern Russia. It is an architectural ensemble, including two multi-domed churches, a bell tower and wall. Its Church of the Transfiguration, a beautiful 22-domed church dating to the 18th century, is considered a masterpiece of Russian wooden folk architecture. This church has the same significance for wood architecture as the stone-built Saint Basil’s Cathedral, located in Moscow’s Red Square near the Kremlin. Both sites were inscribed on UNESCO’s World Heritage List in 1990. This inscription helped spread awareness of the importance of Kizhi Pogost and its uniqueness to the whole world. As an instance of Russian folk architecture, Kizhi Pogost is notable for being designed and built not by architects and professionals but instead by teams of peasant carpenters and craftsmen from the surrounding villages.

What is the impact of the natural setting on this cultural site?

Kizhi Pogost as an architectural complex was built in balance with the surrounding landscape, including the lake, the archipelago, numerous villages, fields and sky. The site contains the Kizhi architectural ensemble and many satellite chapels, all built in the same way and using the same principles. The chapels were built as if they had grown or emerged naturally in this place, soaring swiftly into the sky, or situated within a golden sea of ripening rye, or as if hidden amidst the shaggy branches of fir trees. The church’s placement amidst natural features such as trees or the lakeshore conveyed a sense of harmony with the landscape, and even the decorative elements

recalled natural forms such as birds, leaves and flowers. As if to say, this chapel could be placed nowhere else but here, and no other chapel could appear exactly here.

The peasant community decided themselves on the place to build the church and how it should look. And it was this same community that invited a team of carpenters to construct it. In fact, they came to a written agreement in advance, even down to the decorative elements. For the Church of the Transfiguration this written agreement has been lost, but it still exists for other churches. The agreement included the detailed description of the future church and would have spelled out all the responsibilities both of the community commissioning the church and of the local craftsmen for construction and maintenance. The agreement would have stated that the church had to be well built, and also beautiful and in harmony with its surroundings. The church can thus be seen as the masterpiece of our local craftsmen and a testament to their talent and sensitivity to beauty.

What is the tradition of wood architecture in the Russian Federation? How were traditional woodworking techniques transmitted?

In Northern Russia from ancient times, the main building material was wood. Houses, churches and even whole cities were built of wood. There was a “Wooden Russia,” all built by axe. Architectural forms and structures gradually developed over time, but the main carpentry techniques were preserved and transferred from generation to generation. Many historical commentaries chronicle the role of craftsmen, and in fact, all men were skilled with an axe and other carpentry tools. It was knowledge passed from father to son.

This process of father–son skills transfer started to wane at the onset of the 20th century, as greater use was made of building materials such as stone or iron. Village teams tried to maintain these woodworking traditions as long as possible, but by the middle of the 20th century, as cities increasingly absorbed rural populations, life in small villages began to fade in importance and these skills truly started to be lost.

Starting with the 21st century there was a new appreciation for these traditional woodworking techniques, which began a revival and a new emphasis on reconstructing these magnificent buildings in the traditional way. It has been recognized that traditional wooden architecture is highly sustainable, with many advantages over modern materials. But in order to conserve traditional wooden construction, it is necessary to master carpentry skills. Therefore, for many years the Kizhi museum specialists have been carefully reviving, preserving and using traditional carpentry techniques, working closely with local inhabitants who remember these skills.

It’s fair to say that, although today we involve highly educated conservation professionals in the restoration of wood architecture, we still need access to local craftsmen. Maintaining those skills is an important part of the preservation process. We also involve UNESCO and ICOMOS to supervise the restoration work at Kizhi Pogost. Experts on these missions consistently note the high level of skills and implementation of our local restorers. They encourage us to disseminate our

methods and experiences, as it can help in the conservation of other wooden monuments. ICOMOS also recommended that we establish a training centre on wooden architecture conservation within the Kizhi Open–Air Museum, and we have done so. This centre provides training, internships and exchange programs for students, specialists and volunteers involved in wooden church rescue. Museum specialists offer consultations and practical assistance to the local community for conserving historic houses and village chapels.

What made the Kizhi course so successful and special?

It’s difficult to pinpoint the recipe for a successful course. For us it depended on good course design and careful planning. We thought through the aims and objectives and then planned carefully how to achieve the most important points. Of course, we had to be selective. It was important to keep everyone’s attention and interest all the time, so we arranged different types of activities and tried to alternate lectures with practical sessions, workshops on tools, site visits and case studies.

It’s also important to note the 18 course participants, who came from 15 countries from around the world – although many participants had lived in two or three countries, so it became difficult to count countries! They all had their own experiences and professional backgrounds to share, not only in their individual presentations but throughout the course as well. This led to rich exchanges amidst a full immersion in historic wooden carpentry traditions.

But there was another aspect, and it was the unique, mystical environment of Kizhi Island, where the course took place. It’s a remote, closed environment, a very special atmosphere. There was no need to explain about the beauty and harmony of the architecture and landscape because the participants could see and feel it for themselves. It’s also a harsh environment, far from all usual comforts. But though we planned as best we could for their well-being, the group took the inevitable deprivations and inconveniences with humour, in an easy, fun and friendly way that helped them bond quickly.

They say that Kizhi Island either accepts or does not accept a person. Those accepted become rooted in this place; if not, they remain strangers and quickly leave. I feel that the island accepted all our close-knit course, and it could not help but touch each one of them. I hope not only that they will keep and share the knowledge they got from the course but also that they will cherish their memories of Kizhi Island and the Russian North all their lives.

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PHOTO: Wood course participant, Kizhi Pogost, Russian Federation. © Kizhi Open-Air Museum.



ICCROM is known for its distinctive body of knowledge amassed over six decades of operations around the world.

PHOTO: Digital tablet on library bookshelf. © Wavebreak Media (wavebreakmedia)/Shutterstock.com

OUR WORK

Knowledge

Overview of Activities

ICCROM is known for its distinctive body of knowledge amassed over six decades of operations around the world. The knowledge spans from site-specific understanding to sector trends to analysis, informed by everything in between. In 2017, ICCROM ensured that this learning, no matter its format, should be harnessed, packaged and disseminated as widely as possible for the conservation community.

In 2017, ICCROM produced a rich collection of print and e-publications covering a range of geographical zones and relevant topics. It organized international fora for exchanging ideas and forged new partnerships through which shared insights could emerge. The ICCROM Library continued to increase digital access to resources for conservators and researchers while supporting on-site visitors and off-site requests. And the Archive received contributions that bolstered its collection and contributed to important collaborations and public exhibitions.

ICCROM's research work has intensified as more and different questions arise regarding the nature and value of heritage science, its intersections with other disciplines and its influence on conservation practice. As the conversation around heritage preservation evolves, ICCROM is ready to contribute ideas, develop resources, and move research into learning and practice.

Projects in Focus

Workshops, Meetings and Lectures

New EU Alliance for Cultural Heritage Designing for Research Impact

On 29–31 March in Florence, Italy, ICCROM participated in the International Workshop towards a European Research Infrastructure for Heritage Science (E-RIHS), and the E-RIHS Preparatory Phase Kick-off and Steering Committee Meetings, in collaboration with National Research Council (CNR) and other institutional partners. Established with European Commission funding, E-RIHS is a pan-European distributed research infrastructure offering expertise in use of state-of-the-art instrumentation, innovative investigation methodologies and access to scientific data. Researchers from the humanities, natural sciences and engineering are uniting through E-RIHS to develop the emerging discipline of heritage science.

At the workshop, a side event to the G7 Culture Ministerial Meetings, then Director-General Stefano De Caro, outlined his vision for a global heritage science infrastructure. Delegates from Belgium, France, Germany, Greece, Portugal and the United Kingdom then presented their countries' initiatives to organize laboratories and research units into national nodes for E-RIHS.

ICCROM's participation builds on the work of its 2013 Forum on Conservation Science and extends the network's reach outside the European Union to transform E-RIHS into a global research institution.

Seminar Considers Historic Cities of the Gulf, Post-Oil

On 10–11 May in Sharjah and Dubai, United Arab Emirates, the ICCROM-ATHAR Regional Office organized the Post-Oil Gulf Historic Cities symposium in cooperation with the Government of Sharjah and the Department of Architectural Heritage and Archaeology of Dubai Municipality. Historic cities in the Gulf region have experienced accelerated urban evolution due to oil production and economic liberalization. Comparing them with cities without oil resources allowed for an assessment of how oil affects development, growth and prosperity. Participants provided their own visions for preserving the importance of cultural heritage in both pre- and post-oil eras. Organizers anticipate publishing the seminar proceedings.

Inclusive Research Design Explored in Workshop

ICCROM coordinated a workshop during the Third International Conference for Science and Engineering in Arts, Heritage and Archaeology on 19–20 June at the University of Brighton in the United Kingdom. The workshop focused on aspirations for inclusive research design. Participants also explored diversity and building strong collaborative partnerships beyond academia for heritage research and preservation. Panellists from University College London, University of Brighton, the National Trust, BBC Radio 4 and ICCROM shared perspectives on the current role of research, their vision for heritage science and pragmatic goals for future knowledge production and sharing.

by the Numbers



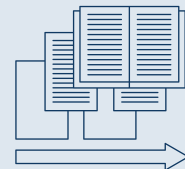
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ON-SITE VISITORS
TO ICCROM LIBRARY



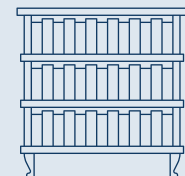
11

PUBLICATIONS
PUBLISHED



24

PUBLICATIONS
IN THE PIPELINE



1714

LIBRARY RECORDS
CREATED IN 2017

ICCROM Contributes to Science Lectures

On 28 August, ICCROM staff presented at the annual summer doctoral school organized by the School of Forensic Science and Criminology at the University of Lausanne, Switzerland. The talk covered perceptions of research impact; enablers and impediments to research participation; open science and inclusivity in research; engaging stakeholders; diverse expectations of research collaborations; and modes of sharing knowledge. The lecture highlighted points of commonality between heritage and forensic sciences.

Measuring Culture for the SDGs

On 7–8 September in Paris, ICCROM staff attended the UNESCO Expert Workshop on Measuring Culture for the Strategic Development Goals (SDGs), which gathered around 50 experts in culture, tangible and intangible cultural heritage, cultural economics and statistics. Participants explored the lack of data and indicators regarding culture, and the pressing need for the culture sector to provide evidence of its contribution to sustainable development. ICCROM and UNESCO are collaborating on this need through UNESCO's Culture for Development Indicator Suite framework and ICCROM's Tracking Trends programme.

Session Explores Strategies to Support Heritage within Research

On 28–29 September in Vilnius, Lithuania, ICCROM and the Lithuanian National Commission for UNESCO co-organized the Think Tank Meeting on Supporting Heritage Practice as a Strategic Priority within Research. The gathering explored ways to improve the visibility and impact of projects funded by the Joint Programming Initiative for Cultural Heritage and Global Change (JPI CH). ICCROM staff presented evidence from their own research to assess the current state of the heritage science sector and its research impact. ICCROM is also contributing to a statement summarizing the meeting's findings and recommendations for circulation amongst JPI Country Members and ICCROM's professional network.

Library and Archives

Increasing Accessibility of Mora Samples

ICCROM holds a valuable collection of material samples donated by Paolo and Laura Mora, internationally renowned conservators who coordinated ICCROM's Mural Painting Conservation course. The Mora collection comprises about 1 400 material samples from heritage sites in 32 countries where, in many cases, the taking of samples is now prohibited. Today these samples could be reused applying non-destructive analytic techniques. In June, ICCROM released a request for proposals to rearrange, describe and properly rehouse the collection and make it widely accessible. Implementation began on the selected proposal in early 2018.

Rome Exhibition Promotes Photographic Collections

The ICCROM Archives participated in two initiatives around photography in 2017. On 16 May, the exhibition *Alfabeto Fotografico Romano* opened at Palazzo Poli in Rome. The exhibition, organized by the Italian Central Institute for Cataloguing and Documentation (ICCD) and National Institute for Graphic Design, gathered a selection of significant photographs held in the archives of 30 Rome-based cultural institutions, including ICCROM.

The ICCROM Archives also participated in a census of photographic collections and archives in Italy made available online on 20 May. The census, coordinated by ICCD with Camera – Italian Centre for Photography, and with the support of the General Directorate for Contemporary Art, Architecture and Urban Peripheries, is a unique access point for sharing, consulting and studying photo collections; facilitating policies for protection and use; and enhancing the visibility of individual archives, especially those with limited resources.

Rockwell Donation Expands Stonework Research Resources

In September 2017, Peter Rockwell, noted sculptor and specialist in historic stone carving, made a significant donation of research materials to the ICCROM Library and Archive. The gift included five linear meters of publications on stoneworking techniques; documentation of stonework, particularly in Europe and South Asia (Pakistan and India); and art history. The photograph collection comprises about 30 000 colour slides and prints spanning from 1975 to 2005. Classified by historic period, the photographs depict stone-carving techniques, quarries, restoration workshops, and Rockwell's own work. Also included are photographs, records and drawings of Trajan's column in Rome, taken during the restoration carried out in 1981–1988 and documenting all the column reliefs in exceptional detail.

A Home in Italy for BCIN?

During 2017, ICCROM helped develop a proposal to bring the Bibliographic Database of the Conservation Information Network (BCIN) to Italy. ICCROM is a founding member of BCIN and contributes the largest number of bibliographic records to that resource – currently over 100 000 in a network of institutions that shares some 200 000 bibliographic records for conservation research. The current BCIN system and interface hosted in Canada has served the conservation community well for many years; however, it needs to be migrated to an updated, preferably open-source, platform to provide modern functionalities. ICCROM has submitted a technical and economic proposal to host the BCIN database in Rome, in an envelope making use of open-source VuFind technology. The envelope offers an easy-access portal that permits partners to consult and track usage statistics. The proposal is currently under consideration by the BCIN governance board.



PHOTO: Shrine of the Small Buddha, Bamiyan Valley, Afghanistan. Rakhaldas Sengupta via ICCROM Archive

ICCROM Library Supports In-Depth Research

During 2017, the ICCROM Library received 1 330 researchers in its reading room, accessioned 946 books and periodicals, created 1 714 catalogue records, replied to 115 email reference requests and filled 204 document orders. The Library has continued sharing bibliographic records with the URBiS network of Rome-based foreign academy libraries. Additionally, work was begun to develop library services at the ICCROM-ATHAR Regional Conservation Centre, including acquisitions and cataloguing for a core collection at the Centre, and developing a catalogue interface in Arabic. This project is ongoing in 2018.

Archive Maintains Memory of ICCROM

From January to October, the ICCROM Archive carried out records management for active and semi-active digital records and undertook accessioning, inventory and preservation activities with ICCROM's historical records. The Archives received 18 external researchers and managed 99 requests for documents, including drawings, images, audiovisual materials and material samples.

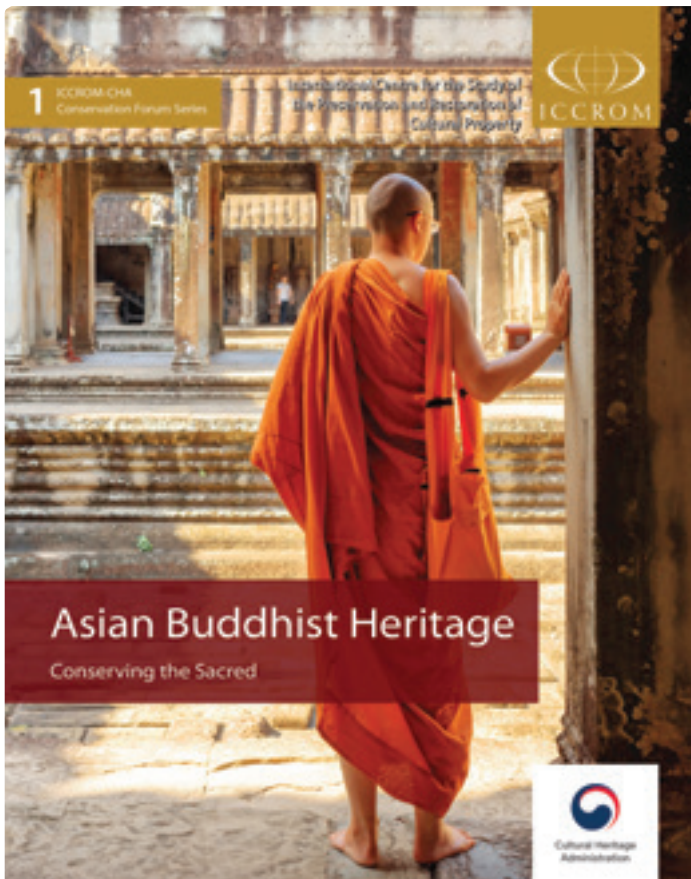
Throughout 2017, the Archive participated in a project on the impact of the Italian legal framework for cloud computing on electronic recordkeeping and digital preservation

system, within the framework of the International Research on Permanent Authentic Records in Electronic Systems (InterPARES) Trust. Collaborating on the project are the Italian InterPARES Trust partners, including the Sapienza University of Rome – DigiLab, University of Udine, Regione Toscana, Regione Emilia Romagna and the Italian Securities and Exchange Commission (CONSOB).

Publications

Prioritizing Preservation through Risk Management

Thanks to investigations of risk management in fields such as health and finance, and to more than a decade of international training and case studies, ICCROM and the Canadian Conservation Institute (CCI) have developed an innovative methodology now available for free download in two complementary publications. *The ABC Method – A Risk Management Approach to the Preservation of Cultural Heritage* (in English and French) offers a comprehensive understanding of risk management applied to heritage preservation. *A Guide to Risk Management of Cultural Heritage* (Arabic, English, Portuguese and Spanish) helps heritage professionals apply



Emergency Evacuation Manual Now in Arabic, Nepali

ICCRUM and UNESCO's handbook *Endangered Heritage: Emergency Evacuation of Heritage Collections* is now available for free download for Arabic and Nepali readers. Developed from years of experience and real-life situations, this publication offers a field-tested, simple workflow for the emergency evacuation of heritage objects.

Newly Revised RE-ORG Method Shared in English, French

ICCRUM and the Canadian Conservation Institute (CCI) are pleased to introduce a revised edition of *RE-ORG: A Method to Reorganize Museum Storage*, a simple methodology that is flexible and easy to navigate. This three-part package contains all the essentials: a workbook with step-by-step instructions that apply to most projects, worksheets and templates to help document the existing situation, and additional resources to help in optimizing the project.

ICCRUM-ATHAR Expands Selected Readings Series

Selected Readings from ICCROM-ATHAR provides a wide range of literature for professional and academic audiences, focused on the Arab region and aimed at promoting dialogue and bridging gaps in available knowledge resources.

The first volume in the series is a reprint of *Conservation of Cultural Heritage in the Arab Region: Issues in the Conservation & Management of Heritage Sites* (in English and Arabic), a collection of contributions from ICCROM-ATHAR Core Regional Course instructors. Subjects range from theoretical approaches to conserving cultural heritage sites to implementing techniques and management approaches for safeguarding immovable heritage.

Another publication, *Conservation of Historic Buildings in Muharraq* (Arabic), addresses building materials in the Gulf, using Muharraq, Bahrain, as a case study. Author Salman Al Mahari discusses methods ranging from mortar analysis to treatment of masonry structures that could be utilized in conservation.

Approaches to the Conservation of Islamic Cities – The Case of Cairo (English) reviews the conservation history of the historic city of Cairo to offer guidelines for cultural heritage professionals. Author Hossam Mahdy applies a range of conservation solutions to resolve the hypothetical conservation of a medieval Islamic gate structure in a modern city setting. The exercise helps specialists evaluate options in full awareness of the cultural and other assumptions that underpin conservation decisions.

Protecting Cultural Heritage in Times of Conflict (Arabic) is a compilation of expert knowledge and field experience. It aims to equip cultural heritage professionals with tools to manage challenges to cultural heritage arising from the critical socio-political situation of the Arab region.

the ABC method to a range of situations, from analysis of a single risk to a comprehensive assessment of an entire heritage asset. Adopting the risk management approach presented in these volumes will help heritage managers establish priorities for preventive conservation. The Spanish and Portuguese translations were supported through collaboration with the Ibermuseos Programme.

Unlocking Sound and Image Heritage Available Online

SOIMA: Unlocking Sound and Image Heritage is a web-based, freely downloadable book offering advice on the preservation and creative use of sound and image heritage. It features compelling case examples and strategies developed in evidence-based research.

New Approaches to Asian Buddhist Heritage

Asian Buddhist Heritage: Conserving the Sacred (ICCRUM-CHA Conservation Forum Series 1) focuses on Buddhist heritage sites throughout Asia. It considers how Buddhist philosophy shapes the definition of cultural heritage and its preservation. This collection of papers presented in 2013 at a forum in Seoul, Republic of Korea, jointly organized by ICCROM and CHA, is the first instalment of a five-book series that will cover some of the most pertinent topics in cultural heritage preservation and management in Asia.

Intended for primary school teachers, *Introducing Young People to the Protection of Heritage Sites and Historic Cities* (reprint) raises awareness about conserving cultural heritage in the Arab region, underlining the threats facing that heritage today. Though targeted mainly at pupils aged 9–12, the guide contains information, ideas and activities to help teachers introduce heritage conservation to all school-age groups. This is the first manual of its kind to provide reference material for teachers focusing on cultural site protection, for both archaeological sites and historic towns.

Arabic Translation of Preserving Heritage Collections Poster

The ICCROM-ATHAR Regional Office helped translate the CCI poster Framework for Preserving Heritage Collections into Arabic. An invaluable resource for staff at heritage institutions, the poster describes agents of deterioration and the threats they pose to museum collections, and it offers practical advice on preventive measures.

New Guidelines for Restoration and Conservation of Emirati Cultural Heritage

After organizing a workshop with representatives from all Emirates, the National Council for Tourism and Antiquities (NCTA) agreed to research and develop *General Guidelines for the Restoration and Conservation of Cultural Heritage in the UAE*. In cooperation with NCTA, the ICCROM-ATHAR Regional Conservation Centre drafted the guidelines. More detailed instructions on restoring, rehabilitating and conserving cultural heritage in the UAE are forthcoming in 2018.

PHOTO: View of Historic Cairo, Egypt. © Hossam Mahdy





PHOTO: Library, École française de Rome, Italy. Olivier Dong, © EFR.

URBiS:

*Sharing Library Resources
for Research in Rome*

An Interview with Clément Pieyre, Library Manager at the *École française de Rome*

ICCROM: Mr Pieyre, thank you for speaking with us. Could you please explain what URBiS is?

Clément Pieyre: URBiS is a shared library catalogue that pools the holdings of twenty-three foreign research libraries in Rome, including EFR and ICCROM. It is a growing library network and a discovery tool that points users to a range of digital resources. The tool is flexible and makes bibliographic records easy to search.

Why is the URBiS network important?

To answer your question, we have to look to the past. Researchers worldwide are fascinated by Rome's history, which branches out into the history of Italy, Europe, the Mediterranean, the Classical world and the foundations of the modern era. Countries including France had an interest in establishing academies here to provide research opportunities to scholars. Many did so in the late 19th and early 20th centuries. The *École française de Rome* (EFR) was founded in 1875.

Over many years, these academies amassed important libraries and grey literature collections. As the libraries grew, they themselves became valuable as heritage assets, drawing ever-greater numbers of researchers.

What role does the URBiS catalogue play?

Though each library in the URBiS network has strengths, no single one can contain everything. At the EFR, our collections are strong in history and archaeology of the Western Mediterranean, Italian history, including Papal history, and Roman law up to the 19th century. Yet if a researcher is interested in mosaics conservation, the EFR librarian – or the researcher – can check URBiS and find that the ICCROM Library is ideal for studying mosaics. It's not necessary to locate and search in twenty-three different catalogues – one catalogue interface will do. Researchers lucky enough to have a study visit in Rome can plan their research in advance and maximize their time.

How is French research served by participating in URBiS? What role does the EFR play in France's cultural diplomacy?

As a French library located in Italian territory, the EFR holds a special status. It offers access to Italian and other collections not present in libraries in France. Furthermore, the EFR library and publishing wing serve to showcase French research in Rome. French academic output on history, archaeological excavations, the Church, etc. is represented at the EFR and visible to a foreign readership.

In terms of French cultural diplomacy, the EFR is part of a wider international network of foreign French academies administered by the French Ministry of Higher Education and Research, which ensures high-level research and exchange.

Are there any upcoming new developments for the URBiS platform?

URBiS is expanding, as more foreign academies in Rome join the network. Additionally, URBiS is expanding its potential to share digital resources. Many URBiS institutions are scanning and posting historic photographs, manuscript correspondence and archival documentation. The EFR intends to follow suit, subject to the approval of its Ministry, which holds jurisdiction over all the EFR documentation.

In addition to URBiS, ICCROM will soon collaborate with the EFR on the North African Heritage Archives Network (NAHAN) project. Tell us about that.

Any archaeological excavation gives rise to both a technical archive – photographs and site plans, for example – and an administrative archive, the behind-the-scenes business files that document excavation permits, the process of expert selection, etc. To understand the story of an excavation, you have to review the correspondence, to look at who excavated there, and why.

The NAHAN project will digitally unify archives relating to North African archaeological excavations. Such documentation can become dispersed over time and risks being lost. Yet it is indispensable to understanding the past conditions of archaeological sites, in order to better preserve them today.

A necessary step before scanning is to identify and localize these archives, which have a tendency to become detached due to shifts in institutions, rules, jurisdictions and ownership. The NAHAN proposal highlights the value that scanning has – to help virtually reunite collections and archives that have become unlinked due to the vagaries of history and to make them accessible to everyone.

Cooperation

Overview of Activities

Having a global impact with a relatively small professional team is one of ICCROM's strengths. To make this happen requires cooperation with an ever-growing network of partners worldwide.

The year 2017 was marked by the signing of important cooperation agreements – with the University of Applied Sciences and Arts of Italian Switzerland (SUPSI) and the Ibermuseos Programme – and by the launch of long-term collaborations such as the World Heritage Leadership Programme and the new master's programme in Cultural Heritage Conservation Management with the University of Sharjah. Two of ICCROM's flagship multi-stakeholder programmes, SOIMA and MOSAIKON, continued to solidify their unique roles within the professional communities they serve, namely audiovisual and mosaic experts. With representatives from over 100 institutions, SOIMA coordinated international gatherings in Ghana, France and Argentina, while MOSAIKON prepared to celebrate its first decade of existence and plot the path forward for its next ten years.

In the spirit of leveraging complementary resources and strengths, ICCROM also participated in activities with partners in its host country, Italy, as well as farther afield. These included workshops, pilot surveys, conferences and trainings. Each undertaking helped deepen ties within ICCROM's network, ensuring that required tools, knowledge and support are available when practitioners need them.

Having a global impact with a relatively small professional team is one of ICCROM's strengths.

PHOTO: Marcelo Pombo, Winco, 1986. N° Inventario 11982, Col. Museo Nacional de Bellas Artes, Buenos Aires, Argentina. © MNBA



Projects in Focus

Networks for World Audiovisual Heritage

ICCROM's SOIMA programme was invited to participate in the International Audiovisual Archival Training Summit organized by the International Federation of Film Archives (FIAP) at the Cinémathèque française in Paris, France, on 8 March. Experts in attendance made plans to develop an overview of shared resources for audiovisual archives, define a set of common principles for cross-institutional collaboration, gather best practices for capacity building and create a common scholarship fund. Without partnerships, the summit concurred, the audiovisual preservation field would disappear due to ongoing financial and institutional constraints.

Sound and Image Preservation Meetings and Workshop in Argentina

On 7–9 August, two meetings held at the University of San Luis in Argentina focused on preserving sounds and images. More than 175 participants attended lectures on 7 August by specialists from Argentina and Mexico who discussed the value and meaning of audiovisual collections, photographic and film supports, digitization of content, and tools for both digital and analogue preservation. As a complementary training activity, on 8–9 August, 75 participants attended the workshop entitled Conservation of Physical and Visual Images: The Case of Negatives and Photographic Impressions on Different Media, led by Fernando Osorio Alarcón of the UNESCO Memory of the World Programme.

Argentina's National Directorate of Cultural Assets and Sites organized both meetings in collaboration with the University of San Luis and the José La Via Photographic Collection at the Faculty of Physical, Mathematical and Natural Sciences of the University of San Luis.

Agreement with SUPSI

On 31 January, ICCROM's then Director-General Stefano De Caro signed an agreement with SUPSI. The agreement leverages ICCROM and SUPSI's expertise and facilities for conducting education and research for conservation and restoration, preventive conservation, and museum collections management. The institutions are jointly developing a certification of advanced studies to train professionals in museum storeroom reorganization. It enhances ICCROM's RE-ORG program, as well as SUPSI's work with the Collections Management Laboratory as part of the bachelor's degree course in Conservation-Restoration of Cultural Heritage.

Cultural Heritage Conservation Management Degree

The University of Sharjah and ICCROM are developing a new master's programme in Cultural Heritage Conservation Management. During needs assessment surveys carried out by the ICCROM-ATHAR Regional Office, all target countries



PHOTO: SOIMA course participants, Accra, Ghana. © ICCROM

supported this initiative and expressed interest in nominating participants. The programme will follow the credit-hour system of university programmes. Three modules will be delivered in two semesters, and two concentrations will be offered, in built heritage and museums. The accreditation proposal has been submitted to the Ministry of Higher Education in the United Arab Emirates. If assessed positively, the course will start in September 2018.

Kizhi Museum: Guardian of Wooden Architecture Traditions

On 9–10 May, ICCROM participated in a conference entitled Wooden Architecture: Learning from Ancestors, Keeping for Posterity, Teaching Our Contemporaries, held at the Superior Institute for Conservation and Restoration (ISCR) in Rome, with the participation of the Kizhi State Open-Air Museum of History, Architecture and Ethnography. The programme featured an exhibition with interactive demonstrations, as well as presentations on ancient wooden architecture traditions and advanced restoration technologies by major Russian, Italian and international experts. Co-organized with the Russian Ministry of Culture and the Embassy of the Russian Federation in Italy, the meeting was an opportunity to showcase ICCROM's Wood Conservation Course, held on Kizhi Island, 11–30 September.

Indonesian World Heritage Sites Review Disaster Risk Reduction

A workshop on Mainstreaming Disaster Risk Reduction was held on 10–11 April at the World Heritage Sites of Borobudur and Prambanan on Java, Indonesia. ICCROM organized the gathering with the UNESCO Office in Jakarta, the Ministry of Education and Culture, and the Government of the Federal Republic of Germany. Participants from the Indonesian Ministry of Education and Culture, National Agency for Disaster Management, and Heritage Preservation Office

reviewed existing disaster risk management plans at the two sites, identifying strengths and weaknesses. The goal was to enhance implementation of the plans while engaging the National Disaster Agency for multi-hazard risk mapping at Indonesia's heritage sites. The activity supports collaboration with UNESCO and encourages the adhesion of Indonesia as an ICCROM Member State.

Collaboration Agreement with Iberoamericanos Programme

Beginning in April 2017, ICCROM and the Iberoamericanos Programme joined efforts to build capacity in preventive conservation and risk management in Latin American museums. A first initiative has been the translation of The Guide to Risk Management of Cultural Heritage and of the RE-ORG method into Spanish and Portuguese. Future plans include a training project for management of contemporary art collections and the organization of a regional RE-ORG workshop. The Iberoamericanos Programme is a cooperation initiative amongst Ibero-American countries working to develop and refine public policy in the field of museums and museology.

Joint Training with Italian Civil Protection

The Italian Civil Protection Department invited ICCROM and the PROMEDHE (Protecting Mediterranean Cultural Heritage during Disasters) consortium to co-host the Specialized Training Course on the Protection of Cultural Heritage. The course is an effort to integrate cultural heritage protection into emergency response. Participants were drawn from the five partner areas of PROMEDHE, as well as France and Spain.

Two workshops, hosted on 13–19 May and on 29 July–4 August at the Hallgarten-Franchetti Foundation, Centro Studi Villa Montesca, aimed to integrate first aid for cultural heritage (movable and immovable, tangible and intangible) into national emergency management systems.

Preservation of Mosaic Heritage in the Mediterranean

The MOSAIKON collaboration between ICCROM, the International Committee for the Conservation of Mosaics (ICCM), the Getty Conservation Institute and the Getty Foundation generated a range of activities in 2017. On 25–27 January, representatives met in Los Angeles, United States of America, to review programme activities, including training, research, field projects, publications and development of the professional network. For MOSAIKON's 10th anniversary year, the partners are preparing a multi-component evaluation survey to assess the results of the programme and plan follow-up activities. All activities have received the full and generous support of the Getty Foundation.

Morocco Training Course Focuses on Archaeological Sites with Mosaics

On 2–19 May, the Getty Conservation Institute led the Conservation and Management of Archaeological Sites with

Mosaics: A Regional Training Course, in partnership with the Directorate of Cultural Heritage of Morocco. Held at the World Heritage Site of Volubilis, the training gathered heritage professionals responsible for conserving mosaics in seven countries. The three-week course covered all aspects of conserving and managing archaeological sites with in-situ mosaics. The ICCROM-ATHAR Regional Office provided a module on site management and designing protective shelters.

ICCM Archive Transfers to ICCROM

A new agreement, signed in October, covers the hosting of ICCM's records at ICCROM and regularizes the transfer of the records produced by the Presidency of Demetrios Michaelides (1996–2014) to the ICCROM Archives. ICCROM, which was involved in the creation of ICCM in the 1970s, already holds records from ICCM. The transfer aimed to re-group the ICCM Archive into a single location to facilitate access for research.

ICCM Holds Biennial Conference

In October, ICCROM participated in ICCM's biennial conference, *Conserving Mosaics from Ancient to Modern*, in Barcelona, Spain. Five scholarships were provided through the ICCROM-ATHAR Regional Office for individuals to deliver papers or contribute posters.

MOSAIKON Field School Investigates Byblos

ICCROM partnered with the Directorates-General of Antiquities in Lebanon and Algeria and the Getty Foundation to organize a Field School for the Conservation of Mosaics at the archaeological site of Byblos, Lebanon, from 29 October to 26 November. The school provided an opportunity to create an on-site mosaic conservation laboratory. Twelve technicians from Lebanon and Algeria documented, cleaned, consolidated and stored detached mosaic panels exposed outdoors. The Centre Interdisciplinaire de Conservation et Restauration du Patrimoine (CICRP) in Arles, France, led the school as a follow-up to training undertaken in 2016–2017. This pilot project aims to develop other field schools in the region, especially in Algeria, in 2018. Over the long term, the goal is to create sustainable mosaic conservation laboratories in MOSAIKON target countries.

Bilateral Myanmar-Italy Meeting and Seminar

Upon the visit to Rome of Prime Minister of the Yangon Region, U Phyo Min Thein, and at the request of the Associazione Italia/Birmania Insieme, ICCROM hosted a seminar on 21 June on *Integrated Conservation of Urban Heritage and Inclusive and Intelligent Cities: Possible Synergies between Italy and Myanmar*, the Yangon Laboratory. The Yangon Region, former capital of Myanmar, is undergoing rapid urbanization and population growth which threatens the city's architectural heritage. The Myanmar authorities intend to launch a policy for museums and cultural sites that will support the development

of tourism. Italian participation came from the Ministry of Cultural Heritage and Tourism, the Ministry of Foreign Affairs and International Cooperation, and the Faculty of Architecture at La Sapienza University of Rome. For ICCROM, this was an opportunity to serve two Member States and promote the integration of conservation into economic development and social inclusion.

Consolidation of Wind Tower in Heart of Sharjah

ICCROM-ATHAR specialists and the Sharjah Institute for Heritage completed structural consolidation studies needed to strengthen and preserve the traditional wind tower (Barjeel) of the Ibrahim Al Midfa house in Heart of Sharjah, United Arab Emirates. Consolidation of the architecturally significant cylindrical wind tower includes installation of a sophisticated system to monitor the structure. Currently, the Sharjah Heritage Institute and concerned authorities are coordinating to begin the conservation work.

World Heritage Leadership Programme Donor Meeting

On 7 September, ICCROM hosted the annual donor meeting for the World Heritage Leadership Programme (WHLP) with the Norwegian Government. WHLP is a new approach to implementing capacity development in support of the World Heritage Convention, based on the long-standing partnership of IUCN and ICCROM, in collaboration with ICOMOS, WHC, and others. Other participating institutions included the Norwegian Agency for Nature Conservation, Directorate for Cultural Heritage, and Ministry of Climate and Environment. The WHLP programme is made possible with support from the Norwegian Ministry of Climate and Environment (KLD). The Federal Office of Culture, Switzerland, has also contributed funds to support individual activities.

Needs Assessment for Conservation of Contemporary Art Collections

During 2017, ICCROM partnered with the Ministry of Culture, National Directorate for Cultural Sites and Properties (DNBSC), Argentina, to carry out a pilot survey of museums with contemporary art collections. The results highlight issues with these kinds of collection, including quick growth (collections double in 30 years), intense loaning activities (affecting 80% of museums), overcrowded storage, conservation of new materials, and differing legislative and policy needs. Survey results were presented at the National Meeting on Conservation of Contemporary Art, held 15 September at the National Museum of Fine Arts in Buenos Aires. There, conservators, curators, art historians, scientists and artists discussed contemporary art conservation challenges and shared innovative projects with 180 participants from 11 countries in Latin America and Europe. The findings will be used to extend data collection to other countries in the region, with the goal of organizing a training initiative in 2018–2019. A follow-up meeting is planned for September 2018.



PHOTO: Consolidating wind tower, Ibrahim Al Midfa house, Sharjah, United Arab Emirates. © ICCROM

DNBSC organized this meeting under ICCROM's patronage, together with the Programa ACERCA-AECID, the Ministry for Cooperation and International Affairs of Spain and the Cultural Advisory of the Spanish Embassy in Argentina.

First Aid for Cultural Heritage Design Workshop

On 16–20 October, ICCROM hosted a design workshop on First Aid for Cultural Heritage (FAC) in Times of Crisis, organized in partnership with the Smithsonian Institution and the Prince Claus Fund for Culture and Development. Other partners included UNESCO, CRATERRE - International Centre for Earth Construction, Italian Civil Protection Department, and Ritsumeikan University. The workshop aimed to review the existing FAC training and identify content as well as activities for developing a self-sustaining network of cultural first aiders. The overall aim of FAC partners is to ensure timely and effective responses for protecting cultural heritage that are embedded in national and international humanitarian assistance mechanisms.

The United Kingdom, the United States military and INTERPOL have also expressed interest in using the FAC methodology to train emergency responders. The design workshop helped identify training strategies as well as tools for emergency responders.



PHOTO: Mosque at Lara Banga, Ghana. lapping, Creative Commons License (Creative Commons CC0)/Pixabay

SPECIAL FEATURE No.3

Culture and Communities in African Landscapes

Interview with Brice Sinsin, Former Rector of the *University Abomey Calavi (UAC), Benin*

ICCROM: Professor Sinsin, what in your view is the value of an approach to conservation that centres on people?

Brice Sinsin: People must be engaged in any attempt to preserve heritage. We can work on the public level, with institutions; yet the local level must also be engaged. That means involving community representation and the leadership of individuals in the community. If no efforts are made to reach out to the community, a conservation project will not work well. The community must partner with these efforts because it is the people who will carry it forward. Their engagement is required for positive long-term results.

Please describe your professional background and experience.

My academic degrees are in agronomy and forestry, and I have experience in conservation of natural resources, including nature and wilderness zones. Interestingly, the communities that live nearby these landscapes tend to be drivers of this conservation – for example, riverine communities with their traditional agriculture that helps maintain these ecosystems and with the sacred aspects of their cultural practices.

For sustainability of project outputs, any interventions must therefore respect the authentic needs of these populations. I have had some experiences with the cultural aspects of natural conservation, also in projects that I supervised with my students.

This is very interesting, given recent developments at ICCROM. Certainly you are aware of our recently started World Heritage Leadership Programme with IUCN for studying and supporting culture and nature interlinkages.

I am indeed. I have participated for many years in IUCN's World Commission on Protected Areas (WCPA), a network of some 1 400 experts that provides an abundance of experiences and exchanges.

In terms of your professional activity, you are the former Rector of the University Abomey Calavi in Benin and also Director of its Laboratory of Applied Ecology. What are the poles of action of the Laboratory?

The Laboratory very strongly espouses an approach of citizenship with the local population. We use the university as a tool for them, not the other way around. The university must not be perceived as distant; people must not see it as above them but instead as on their level. The Laboratory serves villagers who, together with their chief, wish to preserve their sacred forest. We used to set up monitoring systems, but the villagers themselves collect the data. The Laboratory thus restores to the community their primary conservation role.

There was a fascinating episode in which an Emir from Nigeria, His Excellency Sariki Sabi Kpassi II, Emir of Yashikira, Kwara State, brought a delegation of 150 members of his community to our University Abomey Calavi to share the approach they had developed and the practical role community members can have. The episode was widely reported in the news media, including in television, print and web sources, and we were able to leverage the mass communication presence as a means to share this knowledge widely. We presented it as a case of “conservation for peace,” as this was a transboundary mission, and relations between Benin and Nigeria are not always so easy. That said, any sensible nature-culture landscape conservation policy must take into account transboundary issues, as pastoral nomadism and transhumance pathways very commonly cut across national borders.

How do traditional practices, including belief systems and agriculture, maintain the historic landscapes of Africa?

When considering this question, it’s very important to take into account the unique position and power of animals. What is the place of animals in a human society? Frequently, animals survive when there is a link between them and humans – other species could be in danger of disappearing. In West Africa, and particularly in Benin, pythons have a strong link with the culture, and respect for pythons is taught even between generations. There are a series of totemic animals (*animaux emblématiques*) that are held in particular regard. These include monkeys, elephants, lions and a particular type of wild antelopes. You may not kill these animals unless you belong to a particular caste, the *confréries des chasseurs*, for whom these animals are reserved and who have special sacred links with them.

In many parts of the world, a process of massive urbanization is underway – by some accounts, 2010 marked the year when half the world’s population lived in cities. Can this also be observed in Africa? If so, what are the impacts of modern agriculture and food production on these landscapes?

Massive urbanization may be observed in Africa, with some towns increasing by 10% per year – an enormous rate. This brings significant impacts on the landscape. For one thing,

there is the introduction of new crops such as cotton, which was not previously cultivated in some provinces in Benin. There is also the impact of having many more hectares under cultivation. It is not the methods per se that are modernized but the fact that much more land must be cultivated, irrespective of improving hectare yield, in order to feed the new urban populations. There is a massive effect on land use when farming systems are not intensified. Modern agriculture and food production could better preserve land from large-scale degradation, insofar as emphasis is put on improving yields in a sustainable manner.

What is the role of nature in a world that is experiencing such explosive urban growth? What role can it play in ensuring quality of life for humans? How can nature be better protected by humans?

There is an interesting phenomenon that sheds some light on this. Young people in particular are leaving rural environments for the city, since the city is where they can make their future. However, as so many rural populations move to the city, a paradoxical benefit to the landscape occurs in that abandoned villages are returning to a state of wild habitats. In this way, *la ville aide la nature* (urbanization helps the environment).

Traditional African culture is famous world-wide for its richness. How do you characterize the unique contributions that Africa can make for maintaining natural landscapes through culture?

Outside Africa, many natural sites are artificial. I noticed this particularly during my studies in Belgium. Where has nature itself left some sign in these landscapes? It can be hard to find. The natural landscapes of Africa are highly authentic, even if maintained in proximity to human activity.

It is important to stop the degradation of natural landscapes in Africa. These ecosystems, both marine and terrestrial, harbour a wealth of as yet unknown plant and animal life that may turn out to be useful resources for future needs. This should be kept as a stock of knowledge for use in the future. These are natural museums, reservoirs where we can keep looking for new food supplies, medicines and so on. Still, we must keep in mind the legal issue of intellectual property rights for traditional knowledge that comes from indigenous local communities. These knowledge resources should be used to improve their quality of life, though that is a question which must be negotiated. Nonetheless, it is important to find a way to put these resources to use for the rest of the world, and it is an enormous contribution that Africa can make.

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ICCROM has a critical role in ensuring information flow between conservation researchers, practitioners, advocates and beneficiaries.

PHOTO: Bel Temple ceiling replica exhibited by Incontro di Civiltà, ICCROM General Assembly, Rome, Italy. © ICCROM

OUR WORK

Public Information and Advocacy

Overview of Activities

ICCROM has a critical role in ensuring information flow between conservation researchers, practitioners, advocates and beneficiaries. Staff serve as the first line of communication with Member States. They participate in face-to-face exchanges with that community, and in direct and indirect lobbying with decision makers. In 2017, staff helped support innovative initiatives and exchange of ideas to foster understanding of conservation and heritage issues in person, in print and online.

Institutionally, ICCROM has made several investments to improve its ability to keep the heritage conversation community abreast of developments, opportunities, trends and challenges. These investments have led to new milestones on the communications front – more sophisticated use of new media, a revamped website and Annual Report, increased demand for ICCROM’s e-news. These platforms also foster exchange between ICCROM and its community, and amongst community members. Today, ICCROM is better placed than ever to facilitate communication amongst Member States and stakeholders. It is an institution that is listening and being heard – and creating a space for others to do the same.

Projects in Focus

Post-Conflict Reconstruction of Historic Cities

ICCROM, the Louvre Lens, and the Institut du monde arabe in Tourcoing organized a two-day international symposium on post-conflict reconstruction of historic cities in Lens, France. Held on 20–21 January, the meeting was led by Marie Lavandier, Director of the Louvre Lens and former President of the ICCROM Council. Experts presented the state of theoretical developments in this field of post-conflict reconstruction of historic cities and discussed case studies in Europe and the Middle East to draw lessons for the future. Jean-Luc Martinez, President-Director of the Louvre Museum, gave a lecture on protecting cultural heritage in areas affected by armed conflict.

Amongst the major international organizations taking part in the symposium were the Aga Khan Trust for Culture, ALECSO, the European Commission, ICOMOS, IRCICA (Research Centre for Islamic History, Art and Culture), the Organization for Economic Co-operation and Development (OECD), UNESCO and the World Bank, along with representatives from governments and universities in France, Europe and the Middle East.

#Unite4Heritage

On 11 February, former UNESCO Director-General Irina Bokova visited the ICCROM-ATHAR Regional Conservation Centre in Sharjah for the launch of the #Unite4Heritage campaign in the UAE. The campaign engages with a region that has been experiencing severe cultural heritage destruction in recent years.

ICCROM and UNESCO maintain a long-standing partnership in the field of cultural heritage conservation, management and protection. Bokova was welcomed by Highness Sheikh Dr Sultan Al-Qasimi, Member of the Supreme Court and Ruler of Sharjah; ICCROM's then Director-General Stefano De Caro; Zaki Aslan, Director of the ICCROM-ATHAR Regional Conservation Centre; and Abdul-Aziz Al-Mussallam, Director of the Sharjah Heritage Institute and ICCROM Council Member.

Giovanni Carbonara Wins 2017 ICCROM Award

Giovanni Carbonara, emeritus Director of the Post-Graduate School for the Study and Restoration of Monuments at La Sapienza University of Rome from 1995 to 2013, won the 2017 ICCROM Award. Carbonara has been involved with ICCROM since his participation in the Architectural Conservation Course in 1968. He has collaborated on teaching and training activities and has contributed to conferences and publications. Carbonara also collaborated on complex and delicate restoration projects at some of the most famous monuments in Italy, including St Peter's Basilica, the Basilica of St Francis of Assisi and the Colosseum.

ACTIVITY IN FOCUS

Recovery and Community Involvement *in Post-Conflict Reconstruction*

As part of its 30th General Assembly, ICCROM organized on 30 November and 1 December a Thematic Discussion on Post-Conflict Reconstruction. Presenters stressed the need for coordination between different development agencies when addressing reconstruction of damaged or destroyed historic cities and assets, while engaging and supporting communities in respect for cultural diversity. The presentations focused on examples and case studies from Bosnia and Herzegovina, Iraq, Japan, Lebanon, Mali, Mexico, Sri Lanka and Syria. The discussion featured a keynote address by Mahmoud Mohieldin, Senior Vice President of the World Bank Group for the 2030 Development Agenda.

In conjunction, the Associazione Incontro di Civiltà headed by Francesco Rutelli, former Italian Minister of Culture, sponsored *Palmyra: Rising from Destruction*. This exhibit featured two examples of reconstructed or recovered heritage originating from Palmyra, Syria – a replica of the Temple of Bel ceiling and a looted funeral bust recovered in Italy by the Carabinieri Command for the Protection of Cultural Property.

A related photography exhibition was held at the Egyptian Academy in Rome, sponsored by Gihane Zaki, the Academy's Director and an ICCROM Council Member. Entitled *The Day After: Shadows of Heritage*, it depicted devastated cultural heritage in four countries of the Middle East, pairing before-and-after photographs to demonstrate the scale of destruction.



PHOTO: Looted funerary sculpture from Palmyra, Syria. © Carabinieri TPC.

2018 
EUROPEAN YEAR
OF CULTURAL
HERITAGE
#EuropeForCulture



PHOTO: Festival in front of St Paul's Cathedral, Mdina, Malta. Image and logo appear in the framework of the European Year of Cultural Heritage. #EuropeForCulture

FICLU Competition Jury

On 7 September, ICCROM hosted the Evaluation Commission of the eighth edition of the FICLU (Italian Federation of UNESCO Clubs and Centres) competition, Factory in the Landscape. The contest was open to public and private projects dealing with landscape and the environment, and promoted awareness of the importance of landscapes to social well-being, national identity and sustainable development. Jury members included Giovanni Carbonara and other colleagues from Italian universities and Member State institutions.

Restored Palmyra Sculptures Returned to Syria

Two sculptural busts from Palmyra that had been damaged by insurgents were sent home from Rome to Syria on 27 February. After their transfer to Italy through negotiations by the Associazione Incontro di Civiltà, and restoration by the Italian ISCR, the 2nd/3rd century AD busts were returned to the National Museum of Damascus, accompanied by two representatives of the Syrian Directorate-General of Antiquities and Museums. Both busts had been featured in *Rising from Destruction*, a UNESCO-sponsored exhibit at the Colosseum in Rome from October to December 2016.

European Year of Cultural Heritage 2018

In Brussels during 2017, ICCROM took part in planning meetings for the European Year of Cultural Heritage 2018. The European Commission has planned activities to spotlight Europe's wealth of cultural heritage and showcase its role in fostering a shared sense of identity and unity, while raising awareness of the social and economic importance of cultural heritage. Thousands of initiatives and events planned across Europe are to involve citizens from all backgrounds – in particular children and young people, local communities and those rarely in touch with culture – to promote a common sense of ownership. The planning meetings culminated in the Year's launch as part of the European Culture Forum, held in Milan, Italy, on 7 December. ICCROM is a member of the European Year of Cultural Heritage Stakeholder Committee and is helping publicize it within and beyond Europe.

Documenting Heritage at Risk

Deliberately destroying cultural heritage has become a feature of conflict and a tactic of war. In this scenario, safeguarding the world's cultural heritage is becoming increasingly urgent. On 19–20 May, former Italian culture minister Francesco Rutelli chaired an international conference, Documenting Our Heritage at Risk, organized by the Associazione Incontro di Civiltà in collaboration with ICCROM. It gathered scholars and experts in art history, conservation and new technologies from Europe, the United States of America, China and several Arab countries, as well as from UNESCO, ICCROM and other international organizations.

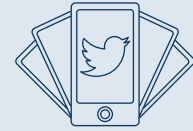
Discussions centred on the need to identify a universal code for cataloguing cultural assets at risk and to adopt immediate commitments to intervene in war scenarios, crisis areas and environmental flash points. The goal is to safeguard affected heritage and reconstruct what has been damaged or destroyed based on rigorous scientific criteria. Participants unanimously approved the Rome Appeal, which recognizes the critical role documentation plays in managing, safeguarding and ensuring respect for cultural heritage. It also calls for widespread documentation on standard and shared platforms.

World Heritage Committee Meeting in Krakow

During the 41st session of the World Heritage Committee, 2–12 July in Krakow, Poland, the Committee inscribed 21 new sites to UNESCO's World Heritage List, including 18 cultural and three natural sites. ICCROM participated in the meeting in its capacity as an Advisory Body to the World Heritage Convention. ICCROM organized an orientation session for Committee members, reported on capacity building issues, participated in discussions on State of Conservation issues and hosted a space for Advisory Bodies to hold side events.

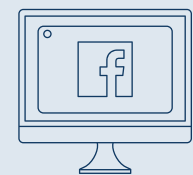
Amongst those side events was an expert meeting entitled Means to Strengthen Cultural Heritage Protection in the Arab Region: Legal and Policy Frameworks, held 5–7 July and organized by the ICCROM-ATHAR Regional Office. Legal and cultural heritage experts and representatives of international organizations discussed legal aspects of protecting cultural heritage in the Arab States. They agreed to an action plan for engaging each country in implementing adequate cultural heritage protection, in cooperation with ICCROM-ATHAR. Partners who expressed their willingness to join forces on this subject include UNESCO, ICOMOS, INTERPOL and the International Institute for the Unification of Private Law (UNIDROIT).

by the Numbers



15K

TWITTER FOLLOWERS



67.8K

FACEBOOK FOLLOWERS



15.2K

SUBSCRIBERS TO
ICCROM E-NEWS

ICCROM-ATHAR Sharjah Award

In August, a call for applications was launched for the biennial ICCROM-ATHAR Sharjah Award for Cultural Heritage Conservation in the Arab Region. The award recognizes outstanding work for the protection and vitality of tangible cultural heritage and reflects ICCROM-ATHAR's commitment to safeguarding the cultural heritage of the Arab region; promoting international ethics in the practice of tangible heritage conservation; facilitating the exchange of knowledge and experience across borders; enhancing public awareness and appreciation of cultural heritage; and encouraging excellence through example. An open competition stage was followed by invitations for finalists to present their projects.

The award was presented during the Post-Oil Gulf Historic Symposium and the ICOMOS Arab Group meeting on 10–11 May, as well as at July's ICOMOS General Assembly in Krakow, Poland.

Voices of Culture Structured Dialogue

ICCROM collaborated in a European Commission-led consortium of 35 cultural heritage organizations to make joint recommendations in a report entitled *Skills, Training and Knowledge Transfer in Cultural Heritage for Traditional and Emerging Heritage Professionals*.



The joint report provides recommendations and a sector mapping and overview, including training and skills needs, in order to support policy development and forward planning for the European heritage sector. The process was coordinated during meetings in Brussels, Belgium, in June and September; the final report was presented to the European Commission in Bucharest, Romania, in October.

G7 Roma-Lyon Group Meeting

The second G7 Roma-Lyon Group meeting was held in Rome on 3–5 October. ICCROM participated in an Expert Group meeting entitled Cultural Heritage, the Mirror of Identity: Cataloguing, Collecting and Sharing Data, the Key for Safeguard. The Expert Group was created under the 2001 G8 Italian presidency. Run by the law enforcement sector, it is devoted to formulating counterterrorism strategies and combating transnational crimes. Delegates from the G7 countries and experts from international organizations called for maximum cooperation to end the illicit trafficking of antiquities from Syria, Iraq and beyond.

De Caro Addresses G7 Culture Meetings

On 30 March, ICCROM's then Director-General Stefano De Caro addressed the G7 Culture meetings, the first of their kind, at the Sala Bianca of the Palazzo Pitti, in Florence, Italy. Held on the initiative of Italy's Culture Minister, Dario Franceschini, the meetings saw high-level delegations from the G7 industrialized nations and international organizations exchanging views on the importance of culture for stable societies, diversity and dialogue. They also invoked the essential role of heritage protection in a world where culture is increasingly the target of attack, destruction and illicit profiteering by non-state parties.

New Look for the Annual Report 2016

As part of a communications strategy intended to support large-scale fundraising, ICCROM revamped its Annual Report 2016 with a fresh look and writing style intended to attract and engage a wide range of partners and donors. The newly redesigned product put ICCROM in line with other intergovernmental organizations that support the UN Sustainable Development Goals. The report also featured indicators of ICCROM's activity and impact to be used for results-based reporting. ICCROM partnered with the award-winning *National Geographic* photographer Reza Deghati to illustrate the report. Reza's photographs beautifully capture ICCROM's core philosophy: the critical bond between humanity and culture, and the power of both to build better societies.

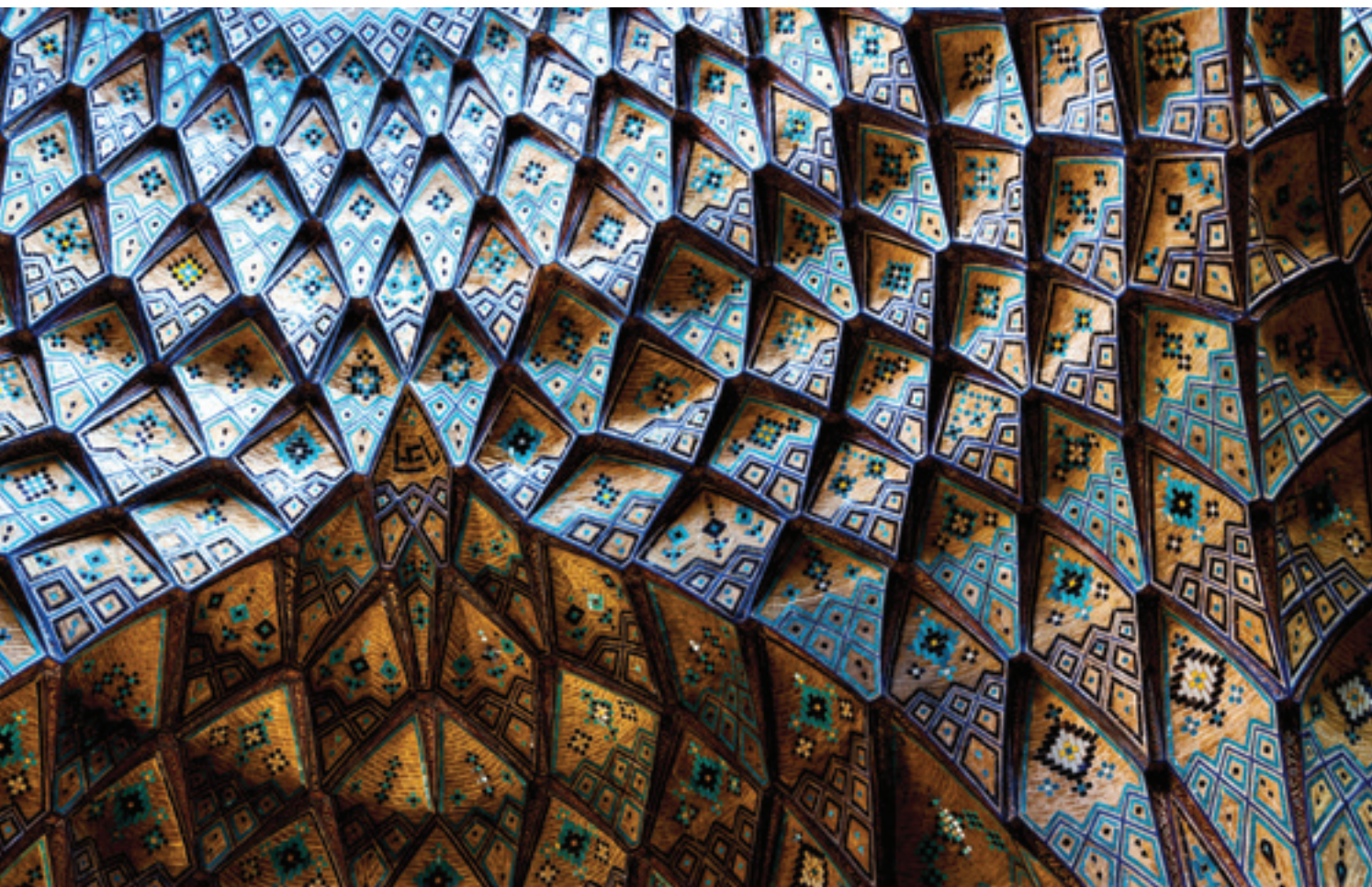


PHOTO: Tile interior, Bazaar of Kashan, Iran. © Ikpro/Shutterstock.com

Web News Keeps Stakeholders Informed

In 2017 ICCROM published 96 news items on the website home page, including course announcements and reports, partnership and advocacy initiatives, accounts of thematic and collaborative meetings, and other news. There were also around 400 classified notices of events and opportunities in the conservation sector worldwide. In addition, ICCROM's e-News, reaching more than 15 000 subscribers each month, continues to be a source of information on the organization's initiatives as well as those from ICCROM's network around the globe.

New Website, New Features

To modernize its look while leveraging new technical capabilities, ICCROM has developed a new website using Drupal 8 technology and expanded the number of featured languages to four – English, French, Italian, and now Arabic. This will allow the ICCROM-ATHAR Regional Office website to be folded into the main ICCROM website. The site features new content, including arresting visuals, and highlights social media content while still providing regular news and updates. The Drupal system also permits sections of the site to be featured in different languages, enabling content to be targeted at specific language communities.

Engaging Networks through Social Media

Social media continues to be an important means to provide information and advocate for cultural heritage conservation, both to an established audience of professionals and to the wider public. Facebook remains the channel with the largest audience (currently 67 000 followers), with several stories shared daily from the global online press on cultural heritage and its conservation worldwide. With 14 600 followers, Twitter has become the platform of choice for ICCROM's corporate messages and communications, also amplifying those of partner organizations for a largely institutional and professional following. LinkedIn and Instagram are ICCROM's newest social media ventures, intended to expand its connections both to career-oriented professionals and to new and younger audiences.



SPECIAL FEATURE No.4

The Value of Cultural Diplomacy

Interview with Gihane Zaki,
Director, *Egyptian Academy in Rome*

ICCROM: Dr Zaki, please tell us about the Egyptian Academy in Rome.

Gihane Zaki: The Egyptian Academy has been in existence since 1924 and came to the present location near the Villa Borghese in 1966. In addition to hosting Egyptian art students for a period of study in Rome, the Academy evokes the glory of Egyptian art and culture to people from Italy and the West, while encouraging Arab people from all corners of the Middle East to take pride in this rich heritage. Though there are many fine arts academies in Rome, the Egyptian Academy is the only one of both the Arab world and Africa.

What is the importance of the Academy's role today?

Right now we are living in a real culture war. In a period of black-and-white thinking, the Egyptian Academy has a brand with a social role that has many dimensions, particularly when it comes to interpreting history. We want to show that experts have a role, and that when you interpret history, it's important to put in a touch of tolerance. This is true even when history is written by the winners – maybe *especially* then.

The role of the Academy is also to show another image of the Arab world, both to Arabs and to the West. We want to show a positive image of the Arab world that is also real and genuine. The Arab world is not what they show on television, ISIS and terrorist attacks and guns and black masks. The Arab world is the great stars of Cairo cinema, glorious art, haunting music and delicate calligraphy. This is the cultural diplomacy of reducing tensions between East and West. And not just to the West but also to Arab people. The message is – I shouldn't be shy about presenting myself as an Arab person. I present a positive image. This positive image shared through cultural diplomacy can become a locomotive.

I see my role as bringing the message of Egyptian culture to Europe. I want Arab people to be proud of their culture, and I want Europeans to appreciate it. Cultural diplomacy is key now to understanding and putting people together. And culture, heritage and history are its flag.



PHOTO: Tutankhamun exhibit, Egyptian Academy, Rome, Italy.
© Egyptian Academy in Rome.



Could you speak to the importance of cultural diplomacy?

The persuasive or soft power of culture and the arts can be seen everywhere. Culture can be used to negotiate with and encourage a range of stakeholders, from the highest echelons of power to poor and at-risk populations. Culture and the arts appeal to people’s minds and hearts, and widen their perspectives. And if you’ve touched their hearts just once, they will come back a second and third time.

I see cultural diplomacy as a weapon in the culture war. The Academy is not political, but my role is also to use it with politicians and ambassadors. Their desire to understand culture is huge, and often it is not encouraged in the environments they live and work in. Yet they very much appreciate the chance for open dialogue through culture, and for connecting with groups that it may be difficult to approach in any other way. That is the value of cultural diplomacy. From this place, dialogue can start.

Whom does the Academy reach out to?

At the Egyptian Academy, we open our doors not only to diplomatic circles but also to the community of Egyptians living in Italy, of which there are many, particularly in Milan. I also invite school groups, particularly 9 to 12 year olds, both Italian and international. They come and learn about the magnificence of Egypt’s history. I can put a piece of Egypt inside their hearts that they will never forget. They may even go on to study Egypt and Egyptology, as I did!

Recently the Academy also opened its doors to a very different group – and here I mean young Egyptian illegal immigrants in Italy, mostly 18 to 21 years old with little or no education. Their families sent them on boats to come to Italy, thinking they would become rich. Now they are here with no awareness of what Europe is, or even what Egypt is.

I was recently contacted by a French non-profit that works with these young boys and men, and I said, of course they must come to the Academy. I showed them the gallery of Egyptian film stars and they don’t know who any of them are. I share with them the Tutankhamun exhibit and tell them, “Your grandfathers built this.” I invite them to movie evenings and they bring their friends. Afterward we all sit in the garden, I make dinner for them and we laugh together and have a wonderful time. They too will never forget it. And one day this may keep them from going to the other side.

So this really is a line of defense in the culture wars.

The cultural mainstream, too often very elitist, has forgotten or neglected to do exactly this with at-risk populations – include them, engage them, show care for their welfare. That is exactly why ISIS has been so successful with this group. The



PHOTO: Exhibit hall, Egyptian Academy, Rome, Italy. © Egyptian Academy in Rome.

social inclusion role cannot be forgotten by any institutions, especially cultural ones. If we do, we’ll lose the culture war, and we will not have the open and stable society we want. To have it, we must invest. We can have the beauty of culture, or we can have a flood of radicalism submerge the Arab world.

What do you see as ICCROM’s role in the Arab region moving forward?

ICCROM will continue to be a force supporting culture and society in the Arab region in many ways – especially in planning for the post-conflict period – with risk preparedness, with first aid, with community engagement. These conflicts will not last forever. We must think and plan for the future. ICCROM is always at its best when intervening in crisis situations, just as they did at the time of Abu Simbel and the Aswan High Dam in the 1960s. There will always be a role for ICCROM.

Any final thoughts?

Culture is a strength. I’ve seen it through my experience at the Egyptian Academy in Rome, and it’s not a small platform. We’ve worked for six years under very difficult conditions, not only in Egypt but throughout the Arab region. We’ve seen revolutions, wars, armed conflict, illicit trafficking in antiquities and many horrors. But deep down I have this confidence that culture matters – cultural education and art, but above all, everything that is human. If we can touch the masses that are suffering and drifting away, it’s through culture, by changing the minds of people. We have a duty, all of us who are culture workers, to really move forward on everything we see happening around the world and not give up.

.....

SECTION 2

GOVERNANCE *and* PARTNERSHIPS

Corporate Management and Funding / Direct Cash Contributions /
Biennium 2016-2017: Income and Expenditure in 2017 /
Partnerships / 2017 Course List / Colophon

SPECIAL FEATURE: UNESCO and ICCROM
Join Forces to Protect Cultural Heritage

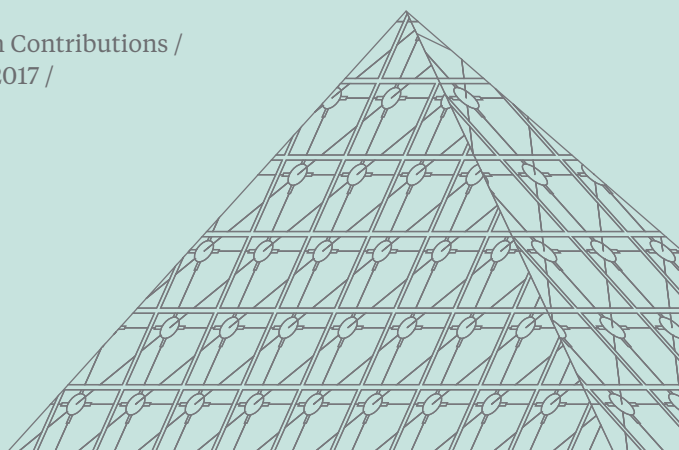


PHOTO: Louvre Pyramid, Paris, France. 简体中文 (chachunwu), Creative Commons License (Creative Commons CC0)/Pixabay





PHOTO: Delegates at ICCROM's General Assembly. © ICCROM

Governance and Partnerships

Overview of Activities

In 2017, ICCROM made advancements to improve efficiency, effectiveness and transparency. The year was also marked by the celebration of legal milestones, the establishment of an important partnership with UNESCO and the addition of a new Member State.

60th Anniversary of ICCROM's Establishment in Italy

April marked the 60th anniversary of the agreement between Italy and UNESCO regulating the establishment and legal status of ICCROM on Italian territory. The original signing ceremony took place in Paris on 27 April 1957.

Framework Arrangement with CHA

The Republic of Korea's Cultural Heritage Administration (CHA) and ICCROM signed a Framework Arrangement on 25 October in Daejeon, Republic of Korea, marking the second phase of the collaboration begun in 2012. The two institutions agreed to cooperate on education, training, and research in cultural heritage conservation in the Asia-Pacific Region through 2022. CHA Administrator Kim Jongjin and ICCROM's then Director-General Stefano De Caro signed the arrangement. A concurrent joint public

conference reflected on the past five years and identified future areas of cooperation. The 2017 CollAsia course concluded during this event, while the final Annual Thematic Forum opened on the topic of Conservation of Asian Heritage.

Modernizing Information Systems

In October, ICCROM went live with the SAPUniverse Path ERP solution to streamline its program management, accounting and administrative processes. The SAP-ERP enterprise resource planning software helps ICCROM align with UN standards in accounting funds management and audit. The streamlined processes empower staff, create greater accountability and transparency, and encourage proactive knowledge management and organizational effectiveness. The tool, implemented by Cap Gemini, makes ICCROM better able to justify its expenditures to Member States and donor institutions.

NEW MEMBER STATE

Hungary

ICCROM is pleased to announce the re-adhesion of Hungary. Its return brings the number of Member States to 136.



PHOTO: Village street, Hungary. Gábor Adonyi (adonyig), Creative Commons License (Creative Commons CC0)/Pixabay

Corporate Management and Funding

ICCROM thanks its Member States and donors for their unwavering support and commitment to its mission. This support is critical to ensuring that ICCROM's cultural heritage conservation training, technical cooperation and advocacy efforts endure.

The 2016–2017 biennium was record-breaking in financial terms. ICCROM's budget envelope of over EUR 15.3 million at the end of 2017 enabled an investment of EUR 9.8 million in priority conservation activities. This increase was a result of additional 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 (including programmed activities of EUR 6.3 million). That represented a decrease of 7% (EUR 749 439) from the 2014–2015 annual budget of EUR 10.7 million. 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 4.6 million by the end of the biennium. The table on page 54 shows the approved budget for the 2016–2017 biennium by programme, as well as programme expenditures in 2016–2017. Programmatic work is implemented through both the Rome Headquarters and the Regional Office in Sharjah.

During 2017, ICCROM continued its comprehensive review of objectives, priorities, operations and funding, honouring its commitment to the transformation objectives set by the General Assembly. These include adopting the International Public Sector Accounting Standards (IPSAS); implementing SAP Public Sector Management (PSM); and strengthening financial management capacity, recruitment and project control.

IPSAS will improve the quality and credibility of ICCROM's financial reporting. Implementation will begin in the 2018–2019 biennium, allowing the organization to move to full accrual accounting. The migration to the SAP system for funds, grants and procurement management in October 2017 marks ICCROM's first step in enterprise resource planning. Among other things, SAP supports IPSAS-compliant accounting and reporting. In addition, the organization has worked to implement results-based management systems to provide accountability for its overall performance. The strategic review process will continue during the next strategic cycle (2018–2023).

In terms of formulating its budget and monitoring resource needs for operations, ICCROM during the 2016–2017 biennium

sought to optimize the use of financial resources while reducing potential financial risk. These efforts ensured that activities were carried out in accordance with its internal regulatory framework, rules and regulations. Working with external auditors appointed by the Council, ICCROM prepared overviews of key observations and trends, which it presented to the Council. The organization also managed legal aspects of its operations and activities that arose from relations with its host country, Italy, as well as with partners, procurement and commercial contracts, and claims involving operations. Headquarters continued to support the management of programmes in the Arab region through administrative and financial on-the-ground capacity building in the Regional Office in Sharjah, United Arab Emirates, and also provided financial management advice to L'École du Patrimoine Africain (EPA) and the EPA Fund Committee.

ICCROM strives to maximize programmatic impact while carefully stewarding every euro received. The programme budget is funded through a mix of assessed and voluntary contributions. Financial fragility is a feature of almost all intergovernmental organizations, but small organizations such as ICCROM are particularly vulnerable. The continued reliance on a policy of Zero Nominal Growth (ZNG) means that assessed contributions have steadily declined as an overall percentage of total funding, now accounting for just over half. Nonetheless, assessed contributions remain a key funding source for ICCROM, providing a level of predictability, and allowing resources to be aligned to the organization's programme of work as approved by Member States. The balance is mobilized through voluntary contributions.

With the growing importance of decentralized funding and the increasing role of the Regional Office, the organization is enhancing collaboration and designing integrated fundraising processes and systems. The 2018–2023 strategy also foresees the consolidation of partnerships with top contributors, accompanied by efforts to diversify funding sources and conclude new multi-year partnerships with core partners as well as emerging and private partners.

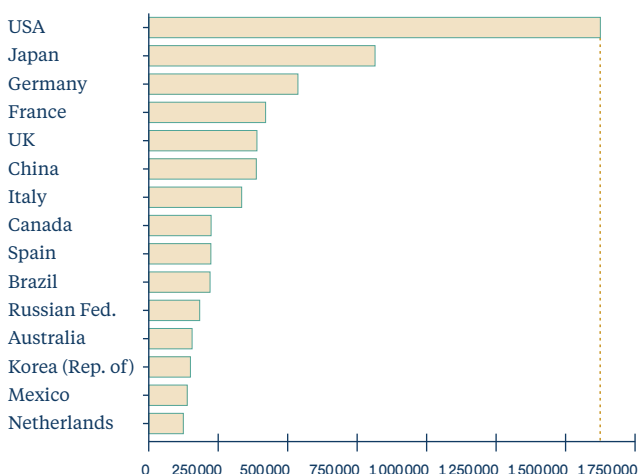
Voluntary contributions and resulting additional expectations on the organization set records in 2016–2017. Nonetheless, ICCROM's donor base remains small, despite income levels demonstrating that the organization can count on sustained financial support. ICCROM enters the 2018–2019 biennium with a net asset balance of EUR 11.4 million, including a total reserves and surplus of EUR 3.4 million in 2017, representing an increase of 12.6% since 2015.

The organization's focus remained on responding to multiple cultural heritage conservation needs, particularly those arising from conflict and natural disaster. During 2017, however, it refocused advocacy, awareness-raising and communications activities to favour resource mobilization and fundraising and to promote greater stakeholder engagement, whether from governments, foundations, cultural heritage organizations or alumni of its many training programmes worldwide.

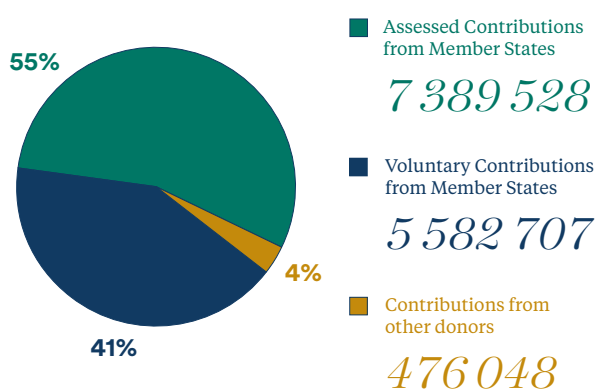
ICCROM is heartened to see so many nations stay connected to help heritage institutions and communities conserve their unique, varied and irreplaceable cultural heritage.

To make a voluntary contribution or to become a Member State of ICCROM, please contact resource-mobilization@iccrom.org or visit www.iccrom.org and click on Donate.

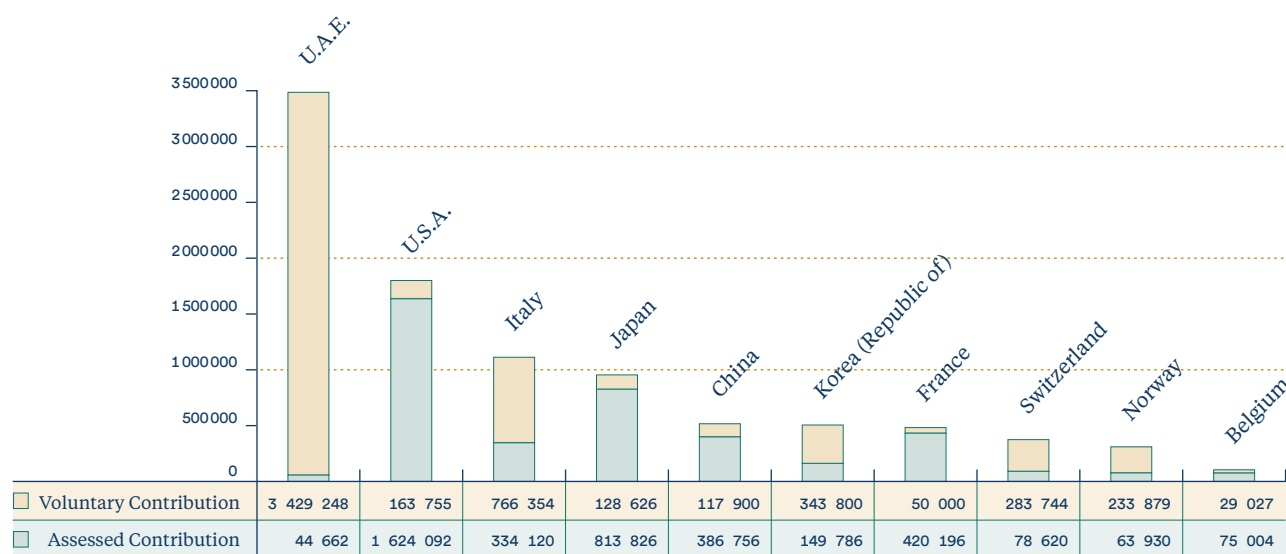
Ranking of top 15 Member States by Assessed Contributions in 2016-17 (in EUR)



Cash Contributions to ICCROM in 2016-17 (in EUR)



Ranking of top 10 Member States Contributing both Assessed and Voluntary Contributions in 2016-17 (in EUR)



Statement of Assets, Liabilities, and Reserves Balances at 31 December 2017 (in EUR)

Assets	
Current bank accounts	2 309 250
Short-term deposit investment accounts	2 614 222
Long-term deposit investment accounts	5 518 956
Deposit accounts	269 593
Cash in Hand and in Banks	10 712 021
Contributions receivable	111 033
Receivable on contracts	501 278
Other receivables	97 212
Total Receivables	709 523
Total Assets	11 421 544
Liabilities And Reserves	
Current liabilities	439 616
Provisions for staff benefits	3 887 846
External funding to be spent	1 119 718
Endowment (EPA Fund)	2 614 222
Total Liabilities	8 061 402
Reserves	3 184 522
Surplus/ (Deficit) of Income and Expenditure	175 620
Total Reserves and Surplus	3 360 142
Total Liabilities and Reserves	11 421 544

Financial Statement of Income and Expenditure in 2016-17 as at 31 December 2017 (in EUR)

Income	
Member States Contributions Received	7 006 514
Voluntary Contributions	5 637 901
Contribution by the government of Italy under Headquarters Agreement	766 354
Other Income ¹	597 375
Other Funds ²	9 000
Total Income	14 017 144
Expenditure	
Personnel Costs ³	7 865 149
Programme Costs ⁴	5 804 902
Financial Operations ⁵	2 844
Total Expenditure	13 672 895
Operating surplus/(deficit)	
Net Deficit/Surplus for the year	344 249
Unrealized foreign exchange differences	27 107
Transfer of contributions in arrears to operational reserve	(360 440)
Transfer from operational reserve	164 707
SURPLUS/(DEFICIT)	175 620

(1) Interests on ordinary bank accounts, course fees, sales of publications and photocopies, and gain on invested funds.

(2) Expenditure made from the Scholarship Fund (funds released from reserves).

(3) Salaries, pensions, allowances, benefits incl. tax reimbursement, after service medical contributions, medical insurance of staff and other related payments.

(4) All expenditures for the implementation of the programmes (courses, travel, administrative services, consulting, other services and equipment).

(5) Bad debts, amounts returned to partners, increase of reserve funds, other sources of funds and exchange rate adjustments.

Direct Cash Contributions From ICCROM Member States (in EUR)

(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	2016			2017			BIENNIUM 2016-2017		
	AC*	VC**	Total	AC	VC	Total	AC	VC	Total
Afghanistan	369		369	369		369	738	0	738
Albania	369		369	369		369	738	0	738
Algeria	5 131		5 131	5 131		5 131	10 262	0	10 262
Andorra	369		369	369		369	738	0	738
Angola	369		369	369		369	738	0	738
Argentina	16 241		16 241	16 241		16 241	32 482	0	32 482
Armenia	369		369	369		369	738	0	738
Australia	77 920		77 920	77 920		77 920	155 840	0	155 840
Austria	29 972		29 972	29 972		29 972	59 944	0	59 944
Azerbaijan	1 513		1 513	1 513		1 513	3 026	0	3 026
Bahrain	1 476		1 476	1 476		1 476	2 952	0	2 952
Bangladesh	369		369	369		369	738	0	738
Barbados	369		369	369		369	738	0	738
Belgium	37 502	29 027	66 529	37 502		37 502	75 004	29 027	104 031
Benin	369		369	369		369	738	0	738
Bolivia (Plurinational State of)	369		369	369		369	738	0	738
Bosnia and Herzegovina	627		627	627		627	1 254	0	1 254
Botswana	627		627	627		627	1 254	0	1 254
Brazil	110 217		110 217	110 217		110 217	220 434	0	220 434
Brunei Darussalam	960		960	960		960	1 920	0	1 920
Bulgaria	1 772		1 772	1 772		1 772	3 544	0	3 544
Burkina Faso	369		369	369		369	738	0	738
Cambodia	369		369	369		369	738	0	738
Cameroon	443		443	443		443	886	0	886
Canada	112 099		112 099	112 099		112 099	224 198	0	224 198
Chad	369		369	369		369	738	0	738
Chile	12 550		12 550	12 550		12 550	25 100	0	25 100
China	193 378	81 060	274 438	193 378	36 840	230 218	386 756	117 900	504 656
Colombia	9 745		9 745	9 745		9 745	19 490	0	19 490
Congo	Suspended		0			0	0	0	0
Côte d'Ivoire	406		406	406		406	812	0	812
Croatia	4 725		4 725	4 725		4 725	9 450	0	9 450
Cuba	2 584		2 584	2 584		2 584	5 168	0	5 168
Cyprus	1 772		1 772	1 772		1 772	3 544	0	3 544
Czech Rep.	14 506		14 506	14 506		14 506	29 012	0	29 012
Denmark	25 358		25 358	25 358		25 358	50 716	0	50 716
Dominican Rep.	1 698		1 698	1 698		1 698	3 396	0	3 396
Ecuador	1 661		1 661	1 661		1 661	3 322	0	3 322
Egypt	5 020		5 020	5 020		5 020	10 040	0	10 040
Estonia	1 513		1 513	1 513		1 513	3 026	0	3 026
Ethiopia	369		369	369		369	738	0	738
Finland	19 489		19 489	19 489		19 489	38 978	0	38 978
France	210 098	25 000	235 098	210 098	25 000	235 098	420 196	50 000	470 196
Gabon	738		738	738		738	1 476	0	1 476
Gambia (Rep. of The)	369		369	369		369	738	0	738
Georgia	369	13 679	14 048	369	6 311	6 680	738	19 990	20 728
Germany	268 234		268 234	268 234		268 234	536 468	0	536 468
Ghana	517		517	517		517	1 034	0	1 034
Greece	23 955		23 955	23 955		23 955	47 910	0	47 910

*AC – Assessed Contribution **VC – Voluntary Contribution

Direct Cash Contributions From ICCROM Member States (in EUR)

Member State	2016			2017			BIENNIUM 2016-2017		
	AC	VC	Total	AC	VC	Total	AC	VC	Total
Guatemala	997		997	997		997	1 994	0	1 994
Guyana	369		369	369		369	738	0	738
Haiti	369		369	369		369	738	0	738
Honduras	369		369	369		369	738	0	738
India	25 026		25 026	25 026		25 026	50 052	0	50 052
Iran (Islamic Rep. of)	13 362		13 362	13 362		13 362	26 724	0	26 724
Iraq	2 547		2 547	2 547		2 547	5 094	0	5 094
Ireland	15 687		15 687	15 687		15 687	31 374	0	31 374
Israel	14 875		14 875	14 875		14 875	29 750	0	29 750
Italy***	167 060	133 177	300 237	167 060	633 177	800 237	334 120	766 354	1 100 474
Japan	406 913	89 479	496 392	406 913	39 147	446 060	813 826	128 626	942 452
Jordan	812		812	812		812	1 624	0	1 624
Kenya	480		480	480		480	960	0	960
Korea (Rep. of)	74 893	177 400	252 293	74 893	166 400	241 293	149 786	343 800	493 586
Kuwait	10 261		10 261	10 261		10 261	20 522	0	20 522
Lao People's Democratic Rep.	369		369	369		369	738	0	738
Latvia	1 772		1 772	1 772		1 772	3 544	0	3 544
Lebanon	1 587		1 587	1 587		1 587	3 174	0	3 174
Lesotho	369		369	369		369	738	0	738
Libya	5 352		5 352	5 352		5 352	10 704	0	10 704
Lithuania	2 731		2 731	2 731		2 731	5 462	0	5 462
Luxembourg	3 027		3 027	3 027		3 027	6 054	0	6 054
Madagascar	369		369	369		369	738	0	738
Malaysia	10 557		10 557	10 557		10 557	21 114	0	21 114
Malawi	369		369	369		369	738	0	738
Maldives	369		369	369		369	738	0	738
Mali	369		369	369		369	738	0	738
Malta	591		591	591		591	1 182	0	1 182
Mauritania	369		369	369		369	738	0	738
Mauritius	480		480	480		480	960	0	960
Mexico	69 172		69 172	69 172		69 172	138 344	0	138 344
Monaco	443		443	443	10 000	10 443	886	10 000	10 886
Mongolia	369		369	369		369	738	0	738
Montenegro	369		369	369		369	738	0	738
Morocco	2 325		2 325	2 325		2 325	4 650	0	4 650
Mozambique	369		369	369		369	738	0	738
Myanmar	369		369	369		369	738	0	738
Namibia	369		369	369		369	738	0	738
Nepal	369		369	369		369	738	0	738
Netherlands	62 122		62 122	62 122		62 122	124 244	0	124 244
New Zealand	9 486		9 486	9 486		9 486	18 972	0	18 972
Nicaragua	Suspended		0			0	0	0	0
Nigeria	3 396		3 396	3 396		3 396	6 792	0	6 792
Norway	31 965	233 879	265 844	31 965		31 965	63 930	233 879	297 809
Oman	3 839		3 839	3 839		3 839	7 678	0	7 678
Pakistan	3 174		3 174	3 174		3 174	6 348	0	6 348
Paraguay	369		369	369		369	738	0	738
Peru	4 392	6 384	10 776	4 392		4 392	8 784	6 384	15 168
Philippines	5 795		5 795	5 795		5 795	11 590	0	11 590
Poland	34 586		34 586	34 586		34 586	69 172	0	69 172
Portugal	17 791		17 791	17 791		17 791	35 582	0	35 582
Qatar	7 862		7 862	7 862		7 862	15 724	0	15 724
Romania	8 490		8 490	8 490		8 490	16 980	0	16 980
Russian Federation	91 577		91 577	91 577		91 577	183 154	0	183 154
Rwanda	369		369	369		369	738	0	738
Saudi Arabia	32 445		32 445	32 445		32 445	64 890	0	64 890
Senegal	369		369	369		369	738	0	738

Member State	2016			2017			BIENNIUM 2016-2017		
	AC	VC	Total	AC	VC	Total	AC	VC	Total
Serbia	1 513		1 513	1 513		1 513	3 026	0	3 026
Seychelles	369		369	369		369	738	0	738
Slovakia	6 423		6 423	6 423		6 423	12 846	0	12 846
Slovenia	3 765		3 765	3 765		3 765	7 530	0	7 530
South Africa	13 989		13 989	13 989		13 989	27 978	0	27 978
Spain	111 656		111 656	111 656		111 656	223 312	0	223 312
Sri Lanka	923		923	923		923	1 846	0	1 846
Sudan	369		369	369		369	738	0	738
Swaziland	369		369	369		369	738	0	738
Sweden	36 062		36 062	36 062		36 062	72 124	0	72 124
Switzerland	39 310	152 606	191 916	39 310	131 138	170 448	78 620	283 744	362 364
Syrian Arab Rep.	1 366		1 366	1 366		1 366	2 732	0	2 732
Thailand	8 969		8 969	8 969		8 969	17 938	0	17 938
The Former Yugoslav Rep. of Macedonia	369		369	369		369	738	0	738
Togo	369		369	369		369	738	0	738
Trinidad and Tobago	1 661		1 661	1 661		1 661	3 322	0	3 322
Tunisia	1 366		1 366	1 366		1 366	2 732	0	2 732
Turkey	49 867		49 867	49 867		49 867	99 734	0	99 734
Ukraine	3 719		3 719	3 719		3 719	7 438	0	7 438
United Arab Emirates	22 331	1 788 325	1 810 656	22 331	1 640 923	1 663 254	44 662	3 429 248	3 473 910
United Kingdom of Great Britain and Northern Ireland	194 522		194 522	194 522		194 522	389 044	0	389 044
United Rep. of Tanzania	369		369	369		369	738	0	738
United States of America	812 046	72 080	884 126	812 046	91 675	903 721	1 624 092	163 755	1 787 847
Uruguay	1 956		1 956	1 956		1 956	3 912	0	3 912
Venezuela (Bolivarian Rep. of)	23 549		23 549	23 549		23 549	47 098	0	47 098
Viet Nam	1 587		1 587	1 587		1 587	3 174	0	3 174
Yemen	369		369	369		369	738	0	738
Zambia	369		369	369		369	738	0	738
Zimbabwe	369		369	369		369	738	0	738
Total:	3 694 764	2 802 096	6 496 860	3 694 764	2 780 611	6 475 375	7 389 528	5 582 707	12 972 235

*** The Headquarters premises in Rome are provided rent-free by the Host Country (Italy) in accordance to the Headquarters agreement. In addition, Italy provides a cash contribution to manage activities which involve building maintenance and security expenditure, in particular the Organization's participation in the UN security management system and compliance with its provisions. Net Security Expenditure as reported above, is net of related income recorded in ICCROM Financial Statement within Voluntary Contributions. Unused security expenditure appropriations and costs at the close of the financial period are transferred to the Building Maintenance and Security Expenditure Account and can be carried forward in subsequent financial periods.

Direct Cash Contributions From Other Donors in the Biennium 2016 – 2017 (in EUR)

Donor	2016	2017	Total
FIICLU - Italian Federation of UNESCO Clubs and Centres	2 450		2 450
Prince Claus Fund	5 650	31 800	37 450
UNESCO	18 166	79 381	97 547
UNESCO World Heritage Centre - World Heritage Fund	264 526		264 526
Welfare Association (Taawon)	3 680		3 680
Getty Foundation		29 700	29 700
Inter-American Development Bank		19 875	19 875
Hallgarten Foundation - Franchetti Centro Studi Villa Montesca (VM)		12 000	12 000
Smithsonian Institution		8 821	8 821
Total Other Donors:	294 472	181 576	476 048

Total Budget (In EUR)

as at 31 December 2017

Regular Budget Funds

Total Available Resources

	Operating Costs	Staff Costs	Adjustments/ Transfers	Total
I. GENERAL OPERATING EXPENSES				
Governing Bodies Meetings: General Assembly	70 000	-	62 794	132 794
Governing Bodies Meetings: Bureau/Council	40 000	-	24 504	64 504
General Management Coordination	28 000	1 653 161	626 435	2 307 596
Logistics and Building Services	512 000	223 233	(469 166)	266 067
Information Technology	196 000	238 649	(135 294)	299 355
Finance and Administration	94 000	428 011	(21 754)	500 257
Change Management (Transfer from Reserve)			100 000	100 000
Total General operating expenses	940 000	2 543 054	187 520	3 670 574
II. PROGRAMME IMPLEMENTATION				
Developing and Promoting Disaster Risk Management		342 367		342 367
Training	130 522		13 247	143 769
Research	-		-	-
Communication	-		-	-
Total Developing and Promoting Disaster Risk Management	130 522	342 367	13 247	486 136
Integrating Material Science and Technology with Conservation		480 261		480 261
Training	166 000		9 815	175 815
Research	12 000		41 465	53 465
Communication	-		(11 808)	(11 808)
Total Integrating Material Science and Technology with Conservation	178 000	480 261	39 472	697 733
Improving Conservation Management Practices through World Heritage Convention		452 013		452 013
Training	79 000		-	79 000
Research	-		-	-
Communication	-		-	-
Total Improving Conservation Management Practices through World Heritage Convention	79 000	452 013	-	531 013
Promoting People-Centred Approaches to Conservation/Living Heritage		89 329		89 329
Training	35 000		-	35 000
Research	5 000		-	5 000
Communication	-		-	-
Total Promoting People-Centred Approaches to Conservation/Living Heritage	40 000	89 329	-	129 329
Building Regional Collaboration		264 997	(9 815)	255 182
ATHAR	-		-	-
LATAM	15 000		-	15 000
MOSAIKON	-		-	-
CHA-ICCROM Fund Programme for ASIA	-		-	-
Collaborations with Regional Institutions	10 000		-	10 000
Regional Collaboration: Europe	-		-	-
Total Building Regional Collaboration	25 000	264 997	(9 815)	280 182
Knowledge and Communications		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
Total Knowledge and Communications	269 000	1 193 507	(67 500)	1 395 007
Central Priority Fund		-		-
Africa Strategy	-		-	-
Total Central Priority Fund	-	-	-	-
International Fellowships	67 040		9 000	76 040
Advice to International and Regional Conservation Network and Institutions	52 000		11 898	63 898
Total Programme Implementation	840 562	2 822 474	(3 697)	3 659 339
III. PERSONNEL (OTHER COSTS)				
After Service Health Insurance Fund	-	500 000	-	500 000
Total Personnel (Other Costs)	-	500 000	-	500 000
IV. FINANCIAL OPERATIONS				
Doubtful Contributions	-		502	502
Adjustments Rate of Exchange	-		10 000	10 000
General Management (Bad debts)	-		-	-
Increase of Funds	-		-	-
Administrative Support Costs	-		-	-
Total Financial Operations	-	-	10 502	10 502
GRAND TOTAL	1 780 562	5 865 528	194 325	7 840 415

Regular Budget Funds

Expenditure

	Operating Costs	Staff Costs	Total	Balance
	127 161	-	127 161	5 633
	62 417	1 063	63 479	1 025
	389 765	1 969 333	2 359 098	(51 502)
	182 011	87 276	269 288	(3 221)
	65 490	233 866	299 355	-
	50 298	419 572	469 870	30 387
	100 000	-	100 000	-
	977 142	2 711 109	3 688 251	(17 677)
		322 655	322 655	19 712
	120 217		120 217	23 552
	-		-	-
	-		-	-
	120 217	322 655	442 872	43 264
		454 895	454 895	25 366
	134 503		134 503	41 312
	192		192	53 273
	-		-	(11 808)
	134 695	454 895	589 589	108 144
		482 154	482 154	(30 141)
	77 773		77 773	1 227
	-		-	-
	-		-	-
	77 773	482 154	559 926	(28 913)
		103 606	103 606	(14 277)
	35 000		35 000	-
	5 000		5 000	-
	-		-	-
	40 000	103 606	143 606	(14 277)
	3 690	301 345	305 035	(49 853)
	-		-	-
	9 791		9 791	5 209
	-		-	-
	-		-	-
	8 228		8 228	1 772
	-		-	-
	21 709	301 345	323 054	(42 872)
		1 176 826	1 176 826	16 681
	85 319		85 319	4 181
	17 833		17 833	167
	88 362		88 362	5 638
	191 514	1 176 826	1 368 340	26 667
	-		-	-
	-		-	-
	-		-	-
	53 211		53 211	22 829
	63 150		63 150	749
	702 269	2 841 480	3 543 749	115 591
	-	485 574	485 574	14 426
	-	485 574	485 574	14 426
	383 014		383 014	(382 512)
	(25 988)		(25 988)	35 988
	97		97	(97)
	360 440		360 440	(360 440)
	-		-	-
	717 563	-	717 563	(707 061)
	2 396 973	6 038 163	8 435 136	(594 721)

Total Budget (In EUR)

as at 31 December 2017

External Funds (Voluntary Contributions)

Total Expenditure

	Operating/ Programme Costs	Staff Costs	Total	Balance
I. CORPORATE OPERATIONS				
Governing Bodies Meetings: General Assembly	-	-	-	-
Governing Bodies Meetings: Bureau/Council	5 000	-	10 000	(5 000)
General Management Coordination	163 243	-	3 243	160 000
Logistics and Building Services	766 354	-	645 552	120 802
Information Technology	-	-	120 802	(120 802)
Finance and Administration	-	-	-	-
Change Management (Transfer from Reserve)	-	-	-	-
Total Corporate Operations	934 597	-	779 597	155 000
II. PROGRAMME IMPLEMENTATION				
Developing and Promoting Disaster Risk Management	195 650	27 390	26 504	886
Training	-	-	140 776	54 874
Research	-	-	-	-
Communication	-	-	-	-
Total Developing and Promoting Disaster Risk Management	195 650	27 390	167 281	55 760
Integrating Material Science and Technology with Conservation	40 893	25 231	32 485	(7 253)
Training	-	-	19 370	21 524
Research	-	-	-	-
Communication	-	-	-	-
Total Integrating Material Science and Technology with Conservation	40 893	25 231	51 854	14 270
Improving Conservation Management Practices through World Heritage Convention	817 007	126 385	104 306	22 079
Training	-	-	153 130	230 314
Research	-	-	27 416	-
Communication	-	-	309 903	96 244
Total Improving Conservation Management Practices through World Heritage Convention	817 007	126 385	594 755	348 638
Promoting People-Centred Approaches to Conservation/Living Heritage	-	30 442	31 359	(917)
Training	-	-	-	-
Research	-	-	-	-
Communication	-	-	-	-
Total Promoting People-Centred Approaches to Conservation/Living Heritage	-	30 442	31 359	(917)
Building Regional Collaboration		1 610 998	1 556 246	54 752
ATHAR	2 300 067	-	2 178 514	121 553
LATAM	18 051	-	14 281	3 771
MOSAIKON	90 566	-	42 000	48 566
CHA-ICCROM Fund Programme for ASIA	451 869	-	333 970	117 898
Collaborations with Regional Institutions	-	-	-	-
Regional Collaboration: Europe	18 516	-	13 200	5 316
Total Building Regional Collaboration	2 879 069	1 610 998	4 138 212	351 855
Knowledge and Communications		-	-	-
Library Activities	1 141	-	1 141	-
Archives Activities	-	-	-	-
Communications Activities	5 181	-	5 181	-
Total Knowledge and Communications	6 322	-	6 322	-
Central Priority Fund		91 977	81 977	10 000
Africa Strategy	304 346	-	158 088	146 257
Total Central Priority Fund	304 346	91 977	240 065	156 257
International Fellowships	117 900	-	70 490	47 410
Advice to International and Regional Conservation Network and Institutions	19 282	-	19 248	34
Total Programme Implementation	4 380 469	1 912 425	5 319 587	973 307
III. PERSONNEL (OTHER COSTS)				
After Service Health Insurance Fund	-	-	-	-
Total Personnel (Other Costs)	-	-	-	-
IV. FINANCIAL OPERATIONS				
Doubtful Contributions	-	-	-	-
Adjustments Rate of Exchange	-	-	-	-
General Management (Bad debts)	-	-	-	-
Increase of Funds	-	-	-	-
Administrative Support Costs	278 217	-	278 217	-
Total Financial Operations	278 217	-	278 217	-
GRAND TOTAL	5 593 283	1 912 425	6 377 400	1 128 307

Total All Funds

Total Operating and Programme Expenditure	Total Staff Costs Expenditure	Total Expenditure	Available Balance
127 161	-	127 161	5 633
67 417	1 063	68 479	(3 975)
553 008	1 969 333	2 522 341	108 498
948 365	87 276	1 035 642	117 581
65 490	233 866	299 355	(120 802)
50 298	419 572	469 870	30 387
100 000	-	100 000	-
1 911 739	2 711 109	4 622 848	137 323
195 650	350 045	545 695	20 599
120 217	-	120 217	78 426
-	-	-	-
-	-	-	-
315 867	350 045	665 913	99 024
40 893	480 126	521 019	18 113
134 503	-	134 503	62 836
192	-	192	53 273
-	-	-	(11 808)
175 588	480 126	655 714	122 414
817 007	608 539	1 425 546	(8 061)
77 773	-	77 773	231 541
-	-	-	-
-	-	-	96 244
894 780	608 539	1 503 319	319 724
-	134 049	134 049	(15 194)
35 000	-	35 000	-
5 000	-	5 000	-
-	-	-	-
40 000	134 049	174 049	(15 194)
3 690	1 912 343	1 916 033	4 899
2 300 067	-	2 300 067	121 553
27 843	-	27 843	8 980
90 566	-	90 566	48 566
451 869	-	451 869	117 898
8 228	-	8 228	1 772
18 516	-	18 516	5 316
2 900 778	1 912 343	4 813 121	308 983
-	1 176 826	1 176 826	16 681
86 460	-	86 460	4 181
17 833	-	17 833	167
93 543	-	93 543	5 638
197 836	1 176 826	1 374 662	26 667
-	91 977	91 977	10 000
304 346	-	304 346	146 257
304 346	91 977	396 323	156 257
171 111	-	171 111	70 239
82 431	-	82 431	782
5 082 737	4 753 905	9 836 642	1 088 897
-	485 574	485 574	14 426
-	485 574	485 574	14 426
383 014	-	383 014	(382 512)
(25 988)	-	(25 988)	35 988
97	-	97	(97)
360 440	-	360 440	(360 440)
278 217	-	278 217	-
995 780	-	995 780	(707 061)
7 990 256	7 950 588	15 940 844	533 586



PHOTO: Borobudur, Indonesia. Sander Wehkamp (@sanderwehkamp)/Unsplash

UNESCO and ICCROM Join Forces *to Protect Cultural Heritage*

UNESCO and ICCROM signed a landmark agreement on 13 October at UNESCO's Headquarters in Paris to address mounting threats to cultural properties worldwide. Under this Memorandum of Understanding, the two agencies agreed to intensify efforts to implement the 1972 World Heritage Convention. They will cooperate in addressing challenges including destruction of cultural property in armed conflict, disaster risk management, illicit trafficking in heritage objects and new risks to intangible cultural heritage.

Under the agreement, the agencies will increase cooperation on training and capacity building, especially in the Middle East, the Arab Region and sub-Saharan Africa. They will also share information resources for public outreach and advocacy to support heritage conservation.

"The agreement stems from our joint commitment to protect cultural heritage endangered by ever-increasing hazards of both natural and human origin, including pillage and neglect," said ICCROM's then Director-General Stefano De Caro.

"UNESCO and ICCROM have intensified their cooperation to respond to the new threats of cultural cleansing and systematic destruction of heritage. This agreement is a step further to foster new and long-term responses to protect sites and share a narrative about our shared heritage as a force for peace," declared UNESCO's then Director-General Irina Bokova.

The agreement represents a milestone in the long-term partnership between UNESCO and ICCROM, who for many years have worked together to protect cultural heritage, most notably for the implementation of the World Heritage Convention.



PHOTO: Signing of ICCROM-UNESCO agreement, Paris, France. C. Alix, © UNESCO



PHOTO: Fishermen's boats, Ghana. © ICCROM

GOVERNANCE AND PARTNERSHIPS

Partnerships

Today, ICCROM works with 195 funding, operational and advocacy partners to ensure meeting the cultural heritage conservation objectives of its Member States. ICCROM continues to prioritize relations with partners. It strives to strengthen strategic and operational collaboration by combining and leveraging complementary resources, thereby ensuring better outcomes for cultural heritage institutions and professionals.

For many years, ICCROM has counted on the generous support of heritage institutions from all regions of the world. This support has enabled several regionally-specific programmes over past decades, in addition to training and other opportunities that are global in scope.

ICCROM is constantly seeking new partnerships to implement initiatives within its Member States. It brings to the table the knowledge, network and expertise to carry out activities designed to bring about sustainable change and a multiplier effect.

ICCROM thanks all its partners of 2017. The results achieved would not have been possible without your trust and support.

Partnerships through Memorandum of Understanding

- Academia Belgica *Belgium*
- Accademia di Danimarca *Denmark*
- AFCP—US Ambassadors Fund for Cultural Preservation *United States of America*
- AHK—Reinwardt Academie *Netherlands*
- Ahmadu Bello University *Nigeria*
- AIA—Academic Initiatives Abroad *United States of America*
- AIAC—International Association for Classical Archaeology *Italy*
- AISAR—International Archive on the Historical and Contemporary Practice of Restoration for Cesare Brandi *Italy*
- American Academy in Rome *United States of America*
- American University of Rome *United States of America*
- ANSA—National Associated Press Agency *Italy*
- ARC-WH—Arab Regional Centre for World Heritage
- Ars Civilis Foundation *Spain*
- Associazione Civita *Italy*
- Athabasca University *Canada*
- Bavarian Government, represented by the University of Regensburg *Germany*
- Bocconi University—ASK (Art Science and Knowledge) Research Centre *Italy*
- British School at Rome *United Kingdom of Great Britain and Northern Ireland*
- Bunkacho—Agency for Cultural Affairs *Japan*
- Carabinieri Command for the Protection of Cultural Property *Italy*
- Central Bank of Ecuador *Ecuador*
- Regional Centre for the Planning and Restoration of Cultural Heritage *Sicily Region, Italy*
- CHA—Cultural Heritage Administration *Republic of Korea*
- CHIN—Canadian Heritage Information Network *Canada*
- CNR—National Research Council *Italy*
- Corpo Nazionale Vigili del Fuoco *Italy*
- Council of Europe
- CRAtterre—International Centre for Earth Construction, *France*
- Domodry Srl *Italy*
- E.C.C.O.—European Confederation of Conservator-Restorers' Organization A.I.S.B.L.
- EAMENA Project (Endangered Archaeology in the Middle East and North Africa) *United Kingdom of Great Britain and Northern Ireland*
- École française de Rome *France*
- Ethnographic Museum *Croatia*
- Federal State Budget Cultural Institution "Kizhi State Open-Air Museum of History, Architecture and Ethnography," *Russian Federation*
- Federculture *Italy*
- FICLU—Italian Federation of UNESCO Clubs and Centres *Italy*

Hallgarten-Franchetti Foundation, Centro Studi
Villa Montesca *Italy*

Fraunhofer Institute for Building Physics IBP *Germany*

Georgian National Committee of the Blue Shield *Georgia*

Getty Foundation *United States of America*

GHF—Global Heritage Fund *United States of America*

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*

Ibermuseos, Brazil

ICCM—International Committee for the
Conservation of Mosaics

ICHHTO—Iranian Cultural Heritage, Handicrafts
& Tourism Organization *Iran (Islamic Republic of)*

ICOM-CC—International Conservation Committee of the
International Council of Museums

ICOMOS—International Council on Monuments and Sites

ICOMOS-ICORP Turkey—International Committee on Risk
Preparedness *Turkey*

ICVBC-CNR—Institute for the Conservation and Promotion
of Cultural Heritage *Italy*

IIC—International Institute for Conservation of Historic and
Artistic Works

IEP—Institut d'Études Politiques de Paris (SciencesPo) *France*

Inter-American Development Bank *United States of America*

INTERPOL

IRCICA—Research Centre for Islamic History, Art and Culture

ISCR—Superior Institute for Conservation and
Restoration *Italy*

ISESCO—Islamic Educational Scientific and Cultural
Organization

Italian Chemical Society *Italy*

Italian Geographical Society *Italy*

IUCN—International Union for Conservation of Nature

IULM—International University of Language and Media *Italy*

KIK-IRPA—Royal Institute for Cultural Heritage *Belgium*

KLD—Ministry of Climate and Environment *Norway*

LEPL—National Agency for Cultural Heritage Preservation
of Georgia *Georgia*

Louvre Lens *France*

MIBACT—Ministry of Cultural Heritage and Tourism *Italy*

MIBACT—Ministry of Cultural Heritage and Tourism,
General Directorate for Archives *Italy*

Ministry of Culture and Communication, General Directorate
for Heritage *France*

National Commission for Museums and Monuments *Nigeria*

NCTA—National Council for Tourism and Antiquities
United Arab Emirates

OFC—Federal Office of Culture *Switzerland*

OWHC—Organization of World Heritage Cities

Parco Archeologico di Pompei *Italy*

Politecnico di Torino *Italy*

Prince Claus Fund for Culture and Development *Netherlands*

Principality of Monaco

R-DMUCH Institute of Disaster Risk Mitigation for Urban
Cultural Heritage - Ritsumeikan University *Japan*

Regione Lazio *Italy*

RICHT—Research Institute of Cultural Heritage and
Tourism *Iran (Islamic Republic of)*

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*

SEAMEO-SPAFA—Southeast Asian Ministers of Education
Organization Regional Centre for Archaeology
and Fine Arts

SIH—Sharjah Institute for Heritage *United Arab Emirates*

Smithsonian Institution *United States of America*

Swedish Institute in Rome *Sweden*

TOBUKEN—Independent Administrative Institution, National
Institutes for Cultural Heritage, Tokyo National Research
Institute for Cultural Properties *Japan*

TUM—Technical University of Munich *Germany*

UAC—University Abomey Calavi *Benin*

UIA—International Union of Architects

UNESCO—United Nations Educational, Scientific and
Cultural Organization

UNESCO—World Heritage Centre

UNIDROIT—The International Institute for the Unification of
Private Law

Federal University of Minas Gerais-CECOR *Brazil*

Tuscia University *Italy*

University of Catania *Italy*

University of Padova *Italy*

Sapienza University—Research Centre for Sciences Applied
to Protection of Environment and Cultural Heritage *Italy*

Sapienza University of Rome *Italy*

University of Urbino “Carlo Bo” *Italy*

Roma Tre University *Italy*

SUPSI—University of Applied Sciences and Arts of Southern
Switzerland *Switzerland*

University of British Columbia, School of Library Archives and
Information Studies *Canada*

University of Nova Gorica *Slovenia*

University of Tsukuba, World Heritage Studies and CPNC –
Certificate Programme on Nature Conservation *Japan*

UoS—University of Sharjah *United Arab Emirates*

URBiS Library Network

US Department of State *United States of America*

Welfare Association *United Kingdom of Great Britain and
Northern Ireland*

YOCOCU—Youth in Conservation of Cultural Heritage *Italy*

A full list of 2017 partners is available on
the ICCROM website.

Course List

Course Title	Location	Date	Partners and Sponsors
International Workshop on Prevaentive Conservation	Teheran, Iran (Islamic Republic of)	8–12 January	Research Centre for Conservation of Cultural Relics (RCCR); ICOM-Iran
RE-ORG Workshop – Geneva Ethnographic Museum	Geneva, Switzerland	1–2 February	Geneva Ethnographic Museum
RE-ORG Chile	Santiago, Chile	13–17 March	Direction of Libraries, Archives and Museums (DIBAM); Centro National Centre for Conservation and Restoration (CNCR); Gabriela Mistral Education Museum
Capacity Building for Disaster Risk Reduction of Heritage Cities in Southeast Asia and Small Island Developing States in the Pacific	Penang, Malaysia	5–6 April	UNESCO Office in Jakarta; Ritsumeikan University, Kyoto
National Workshop on Mainstreaming Disaster Risk Reduction	Borobudur and Prambanan, Java, Indonesia	10–11 April	UNESCO Office in Jakarta; Ministry of Education and Culture, Government of the Federal Republic of Germany
Protection of Cultural Heritage	Città di Castello, Italy	13–19 May	PROMEDHE Consortium; European Commission; Hallgarten-Franchetti Foundation, Centro Studi Villa Montesca
RE-ORG Nigeria: Saving Museum Collections	Jos, Nigeria	20 May–3 June	National Commission for Museums and Monuments, Nigeria; Ahmadu Bello University; US Ambassadors Fund for Cultural Preservation; National Museum of Jos
Introduction to Architectural Documentation for Built Heritage	Sharjah, United Arab Emirates	21–25 May	Sharjah Institute for Heritage
Linking Nature and Culture in World Heritage Site Management	Røros Mining Town and Circumference, Norway	6–16 June	IUCN, Norwegian Ministry of Climate and Environment; ICOMOS; UNESCO World Heritage Centre; Swiss Federal Office of Culture
RE-ORG Croatia: Training of Trainers	Zagreb, Croatia	5–7 July	ICOM SEE – International Council of Museums South East Europe Alliance; City of Zagreb; Croatian Ministry of Culture; Ethnographic Museum, Zagreb
Sustaining Sound and Image Collections – SOIMA 2017	Accra, Ghana	9–23 July	J. H. Kwabena Nketia Archives, Institute of African Studies, University of Ghana; Netherlands Institute for Sound and Vision; National Film and Television Institute (NAFTI), Ghana; International Council on Archives (ICA); International Association of Sound and Audiovisual Archives (IASA)
Introduction to Preventive Conservation for Museum Collections for Iraq	Amman, Jordan	9–16 July	UNESCO Office for Iraq; State Board of Antiquities and Heritage (SBAH), Iraq
International Summer School on Communication and Teaching Skills in Conservation and Science	Rome, Italy	10–21 July	
Protection of Cultural Heritage	Città di Castello, Italy	29 July–4 August	PROMEDHE Consortium; European Commission; Hallgarten-Franchetti Foundation, Centro Studi Villa Montesca
Management and Monitoring of World Heritage Sites with Special Reference to China	Cultural Landscape of Honghe Hani Rice Terraces, Yunnan, China	14–25 August	Chinese Academy of Cultural Heritage (CACH); State Administration of Cultural Heritage (SACH)

Course Title	Location	Date	Partners and Sponsors
Japanese Paper Conservation (JPC)	Tokyo, Japan	28 August–15 September	National Research Institute for Cultural Properties (NRICP), Japan
Disaster Risk Management of Cultural Heritage	Kyoto, Kobe and Kumano, Japan	28 August–16 September	Institute of Disaster Mitigation for Urban Cultural Heritage, Ritsumeikan University; UNESCO; ICOMOS/ICORP; ICOM; Japanese National Institutes for Cultural Heritage (NICH)
Cultural Heritage Protection in the Asia-Pacific Region 2017: Preservation and Restoration of Wooden Structures	Nara, Japan	29 August–28 September	Asia-Pacific Cultural Centre for UNESCO (ACCU); Agency for Cultural Affairs (Bunkacho); National Research Institute for Cultural Properties; Japanese Association for Conservation of Architectural Monuments (JACAM); Japan Consortium for International Cooperation in Cultural Heritage (JCIC-Heritage); Japanese National Commission for UNESCO; Prefectural Government of Nara; City Government of Nara
Introduction to Conservation of Stone and Mortar	Sharjah, United Arab Emirates	10–14 September	Sharjah Institute for Heritage
Wooden Architecture Conservation and Restoration	Kizhi Island and Petrozavodsk, Russian Federation	11–30 September	Kizhi Open-Air Museum; Petrozavodsk State University, UNESCO Chair of Wooden Architecture Research and Preservation; Ministry of Culture of the Republic of Karelia; Ministry of Culture of the Russian Federation
Capacity Building Workshop on Nature-Culture Linkage in Heritage Conservation in Asia and the Pacific	Tsukuba, Japan	15–26 September	World Heritage Studies and Certificate Programme on Nature Conservation (CPNC), University of Tsukuba; UNESCO World Heritage Centre; IUCN; ICOMOS
Introduction to Structural Conservation	Sharjah, United Arab Emirates	1–5 October	Sharjah Institute for Heritage
Principles of Conservation and Management of Historic Sites	Sharjah, United Arab Emirates	8–12 October	Sharjah Institute for Heritage
Promoting People-Centred Approaches to Conservation	Naples, Rome, Trento, Italy	10–20 October	IUCN; Norwegian Ministry of Climate and Environment; Federal Office of Culture – Switzerland; Herculaneum Conservation Project; MuSe; Palafitte del Lago di Ledro Museum; Parco Archeologico di Ercolano; Provincia Autonoma di Trento; Trento School of Management; UNESCO Dolomites Foundation
CollAsia: Packing and Storing Objects and Collections – Tradition and Modernity	Daejeon, Republic of Korea	11–25 October	Cultural Heritage Administration (CHA), Republic of Korea; National University of Cultural Heritage (NUCH); National Palace Museum, Republic of Korea
Field School for the Conservation of Mosaics at the Archaeological Site of Byblos	Byblos, Lebanon	29 October–26 November	Directorate-General of Antiquities, Lebanon; Getty Foundation; Centre Interdisciplinaire de Conservation et Restauration du Patrimoine (CICRP); Directorate General of Antiquities, Algeria
Introduction to Conservation of Earthen Architecture	Sharjah, United Arab Emirates	5–9 November	Sharjah Institute for Heritage, United Arab Emirates
RE-ORG Croatia	Zagreb, Croatia	6–17 November	ICOM SEE – International Council of Museums South East Europe Alliance; ICOM National Committee for Croatia; Ethnographic Museum, Zagreb; Croatian Ministry of Culture; City of Zagreb

*Design by Polygraph
Washington, DC, USA*



PHOTO: Wood chapel, Kizhi Island, Russian Federation. Alexander Lvov, © Kizhi Open-Air Museum

Cultural
heritage is a
force for
building a
world that is
*sustainable,
stable, peaceful,
and diverse.*



ICCRM

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FOR THE STUDY OF THE
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RESTORATION OF
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