

Annual Report 2018



ICCROM provides
Member States
with the best tools,
knowledge, skills
and enabling
environment with
which to preserve
their cultural
heritage *in all
its forms, for the
benefit of all people.*



PHOTO: Bridge over Zambezi River at Victoria Falls, Zambia. © ICCROM

A photograph of the interior of Antelope Canyon, showing smooth, undulating sandstone walls with horizontal striations. A bright beam of light enters from the right, creating a dramatic lens flare and illuminating the floor. The overall color palette is warm, ranging from deep reds to bright oranges.

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PHOTO: Antelope Canyon, USA. © PublicCo, Creative Commons License CC0 / Pixabay

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ICCROM's Programmatic Approach

In 2018, ICCROM began a new cycle of strategic directions to guide our work over the next five years. Following the directions of our Council, our strategy is to focus on global concerns for cultural heritage, to create a diverse and inclusive global network, and to strengthen ICCROM for the future.

This report provides an overview of our 2018 activities. These efforts have fortified the resilience of cultural heritage in the face of protracted conflicts, disasters and climate change. They have improved the conservation practice of heritage by recognizing the interlinkages of nature and culture through people centred approaches. They have helped establish cultural heritage as a driver for sustainable development in the Arab and other world regions, and much more besides. These Flagship Programmes of ICCROM have set the basis of the new Programme of Activities and Budget for the next biennium, 2020–2021.

The organization has clearly shifted its direction towards multidisciplinary programmes that reach out to new audiences such as local governments, environmentalists, humanitarians, development specialists and youth. Partnerships are at the core of our programmatic approach. They enable us to address systemic challenges and focus more effectively on specific regional issues.

ICCROM takes this programmatic approach in each of our four key areas of work: training, knowledge exchange, cooperation and advocacy. We understand that capacity building takes place in many different shapes and forms, and that it should target different audiences to achieve maximum results. Therefore, we interweave our activities organically under thematic and regional programmes. Diverse training activities, production of knowledge resources and content, and implementing outreach and networking methods aimed at connecting people and heritage are all intended to complement each other. Our programmes explore new knowledge and information gaps within a theme; develop and provide resource materials, including methodologies, self-help guidance and easy-to-use tools; and share these resources through courses, workshops and fora. While stand-alone activities are still present in ICCROM's work, including university partnerships and field projects, they all serve as part of this larger vision.





PHOTO: La Mano del Desierto (Hand of the Desert), Atacama Desert, Chile. © hbieser, Creative Commons License CC0 / Pixabay

Strategic Direction *Milestones*



Strategic Direction 1 (SD1)

Focusing on World Concerns for Cultural Heritage

Objective 1.1: Protect Cultural Heritage in Times of Crisis

- Integrating Disaster Protection for Immovable and Movable Cultural Heritage, Ritsumeikan University, Japan
- FAC Brabant, Netherlands
- FAC Dublin, Ireland
- PROMEDHEX Lucca, Italy

Objective 1.2: Support Africa's Cultural Heritage

- African Regional Course on Promoting People-Centred Approaches to Conservation of Nature and Culture, Victoria Falls, Zambia
- FAC Africa, Bamako, Mali
- RE-ORG Nigeria Evaluation Seminar

Objective 1.3: Foster Emerging Issues of Cultural Heritage and Conservation

- Enhancing our Heritage (EOH) Toolkit, Robben Island, South Africa
- Tracking Trends Literature Review
- World Heritage Advisory Bodies Networking Activity, Rome and Tivoli, Italy
- Nordic-Baltic course for World Heritage Procedures, Bergen, Norway

These activities reflect some of the milestones achieved during 2018.

PHOTO: Participants at Heritage Impact Assessment training, Kotor, Montenegro. © ICCROM





Strategic Direction 2 (SD2)

Creating a Diverse and Inclusive Global Network

Objective 2.1: Lead and Innovate Capacity Building at Local, Regional and International Levels

- Online distance learning module at Wood Course with NTNU, Trondheim, Norway
- Revamped Stone Course in Mexico City and Chicanná, Mexico
- Heritage Impact Assessment training, Kotor, Montenegro
- Site Managers Forum, Bahrain

Objective 2.2: Enhance Community Engagement in Protecting Heritage

- Community Museums of Western Sudan
- Kerala Heritage Rescue Initiative, India
- Lake Ohrid Community Consultation, North Macedonia and Albania
- *First Aid to Cultural Heritage Manual and Toolkit* with Prince Claus Fund

Objective 2.3: Strengthen Awareness of Cultural Heritage and Conservation

- Arab Forum, Sharjah, UAE
- International Conference on International Integration of Conservation, Ho Chi Minh City, Viet Nam
- Enhancing Legal and Administrative Frameworks, Sharjah, UAE
- Scanning project finalized
- Mora Samples Collection project
- Vilnius Document with JPICH

Strategic Direction 3 (SD3)

Strengthening and Transforming ICCROM for the Future

Strengthening the Foundations of ICCROM; Increasing the Impacts of ICCROM's Service Delivery and Visibility to Member States and Heritage Communities; Modernizing and Investing for an Effective and Efficient Organization

- Al-Nouri Mosque reconstruction project, Mosul, Iraq
- Joint mission with UNESCO to National Museum, Rio de Janeiro, Brazil
- IPSAS compliance
- Partnership with InterPARES research project for authentic digital records

Member State *and* Activities Map

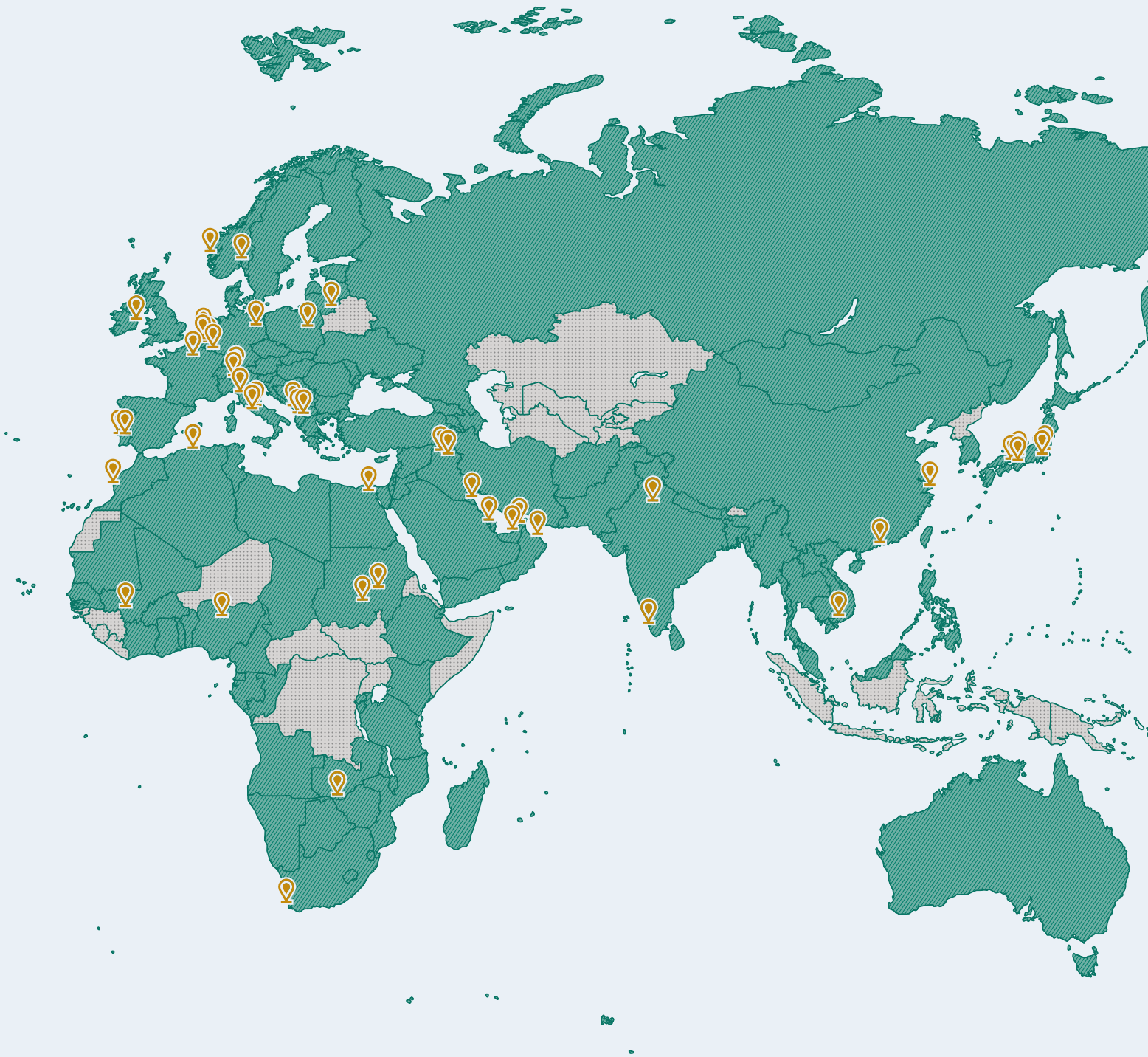


During 2018, 136 Member States contributed to ICCROM's mission, vision and mandate. We thank all of you for your support.

In addition to Member State contributions and voluntary contributions, many of our Member States and partner organizations have generously offered locations to hold ICCROM courses and events, in addition to the collaboration of their hardworking staff and relevant goods and services. Our work also depends on in-kind contributions, which are crucial for ICCROM's strategies of promoting and building capacities in heritage conservation through strong partnerships. These in-kind contributions allow our activities to be carried out worldwide.

In-kind contributions from partner organizations increase the geographical range and impact of ICCROM training, capacity-building and awareness activities, as this map makes clear.

We encourage partner institutions in our Member States to consider hosting ICCROM's international or regional activities in your country or region.



ACTIVITY LOCATION



MEMBER STATE



NON-MEMBER STATE

MESSAGE FROM OUR DIRECTOR-GENERAL

As Director-General, I made the pledge to accomplish the Organization's mission by putting the emphasis on innovation, transparency and strong partnerships, while at the same time capitalizing on ICCROM's remarkable experience and institutional knowledge. In threading these factors together with the various trends in countries and contexts, I can say that the work of the Secretariat is becoming more targeted, measurable, and cohesive. Team ICCROM, as I referred to it in my first address to Member States, knows well the importance of inclusivity and sharing, with Member States and inside the house. Over 2018, I have made it a point to reach out to and find opportunities to meet the

Ambassadors and diplomatic representatives of our Member States, whether in their embassies in Rome or on mission.

ICCROM has continued its flagship training and advisory activities, including the First Aid to Cultural Heritage in Times of Crisis course, the World Heritage Leadership programme, and training and knowledge partnerships around the world. All of our activities are made possible thanks to strong partnerships and the generosity of several of our Member States. We have furthered regional collaboration through ICCROM-Sharjah with Oman and Sudan, and national support through the international proliferation of RE-ORG projects and activities supporting preventive conservation in museum storage. Similarly, ICCROM participated in UNESCO's field expert emergency mission to Rio de Janeiro that will help guide global efforts to restore Brazil's National Museum following the devastating fire in September 2018.

The Secretariat continues to implement IPSAS compliance in order to ensure ICCROM's work is of maximum transparency. Nonetheless, I am convinced that ICCROM's most important asset is its staff and their invaluable experience. Various internal working groups are developing views and position papers on a number of issues that will also have an impact on efficiency and transparency, including staff rules and regulations. In addition, the participation

of staff in the Council Working Groups is an added value in strengthening collaboration between the Secretariat and ICCROM's governing bodies.

In terms of the restructuring exercise requested by Council, ICCROM in 2018 began the search for a consulting company to guide us through reorganization. This process is moving forward, and I am convinced it will enable ICCROM to strengthen its focus on addressing the Strategic Directions identified by Council and ensuring better service delivery to its Member States.

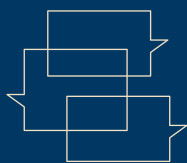
Overall, Team ICCROM is working together to enhance a vision designed to improve internal operations and find new ways to serve ICCROM's Member States and institutions for the sake of preserving cultural heritage worldwide.



Webber Ndoro



2018 by the Numbers



50

NETWORKING
ACTIVITIES ATTENDED



3.9m€

VOLUNTARY
CONTRIBUTIONS
RAISED FOR 2019



22

INTERNATIONAL
LECTURES GIVEN



18

EXPERT MEETINGS
ORGANIZED OR
SUPPORTED



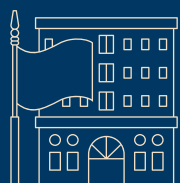
235

PARTNER
ORGANIZATIONS



28

COURSES



128

INSTITUTIONAL
VISITS RECEIVED

*(Delegations received
at ICCROM or ICCROM
Sharjah premises or in
Member States)*



38

ADVISORY
SERVICES PROVIDED



28

EVENTS ATTENDED
IN ITALY

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

SECTION 1

Our WORK

Training / Knowledge / Cooperation /
Public Information and Advocacy

SPECIAL FEATURES: RE-ORG Nigeria /
The Importance of Knowledge-Sharing
Tools / Stewardship of Contemporary Art /
Media Outreach in Times of Crisis

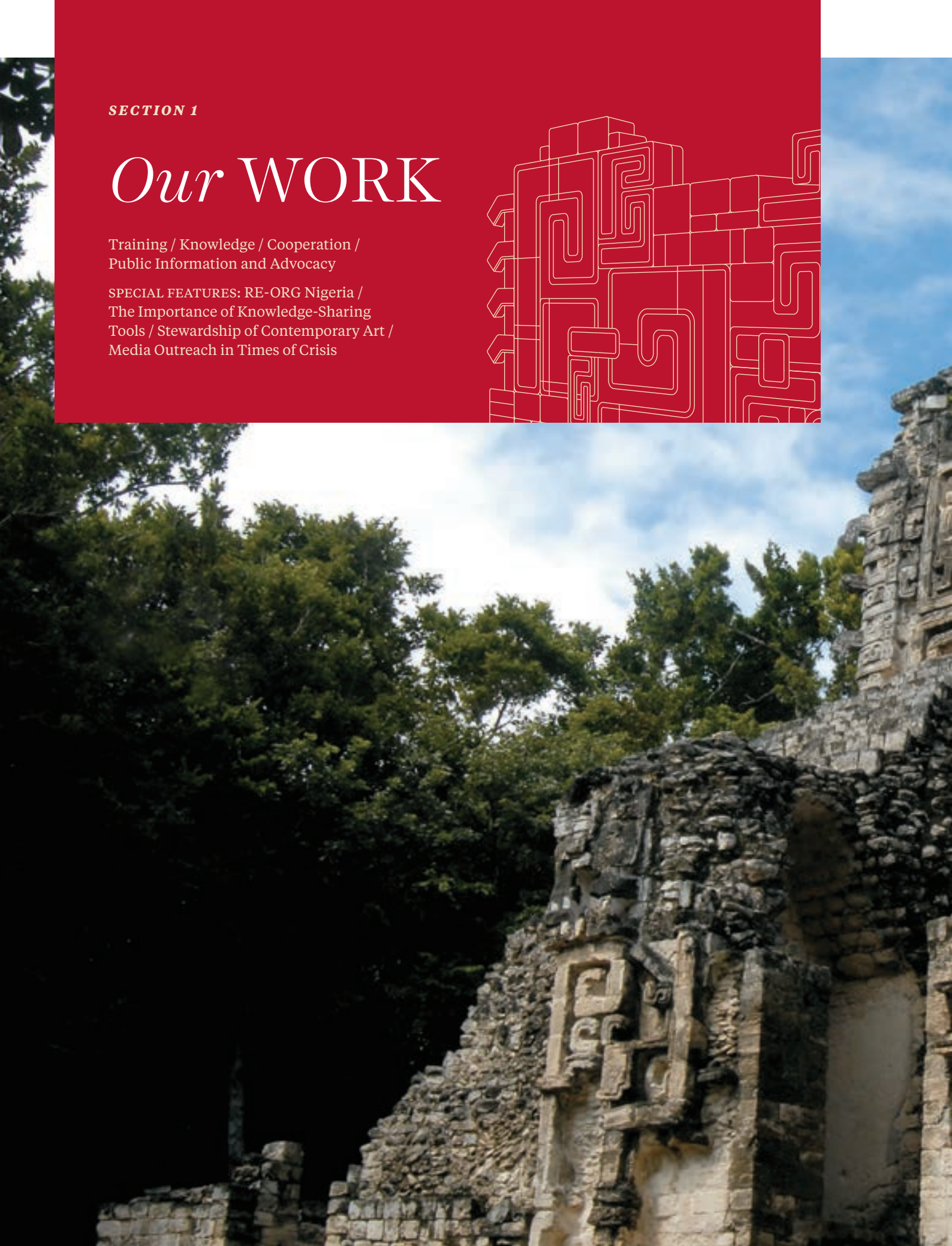
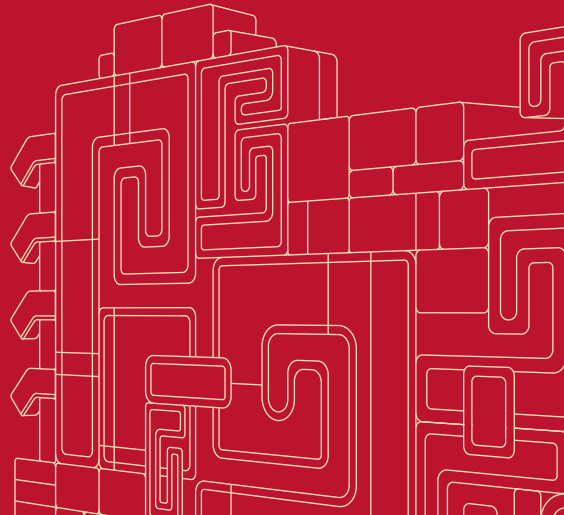


PHOTO: Maya temple at Chicanná, Mexico. © INAH-CNCPC





PHOTO: Participant at Stone Course, Mexico. © INAH-CNCPC

OUR WORK

Training

Overview of Activities

From First Aid for Cultural Heritage (FAC) to Disaster Risk Management (DRM), from materials conservation to archaeology, from museum storage planning to heritage impact assessments, ICCROM training courses are designed to equip cultural heritage practitioners and managers with the tools and knowledge they need to address the issues they face. Training events in 2018 also engaged parallel sectors, such as the FAC programme linking cultural resource professionals with emergency responders and humanitarian aid workers. World Heritage Leadership and site management courses took place in Africa, China and the Nordic-Baltic countries, building knowledge among site managers in those areas and beyond, while linking cultural and natural heritage conservation sectors with local communities for improved decision-making. Additionally, 2018 saw ICCROM's first training in Ireland. Through training opportunities, ICCROM and its partners create a space for conservation and restoration specialists to share knowledge and experiences, and to think about the challenges that are coming next.

Projects in Focus

Disaster Risk Management

First ICCROM Training in Ireland Welcomes Non-Heritage Professionals

The course First Aid to Cultural Heritage in Ireland took place in Dublin from 14 to 16 February. The Irish National Committee of the Blue Shield (INCBS) planned the training to build awareness and capacity in the lead-up to Ireland's ratification of the 1954 Hague Convention on the Protection of Cultural Property in the Event of Armed Conflict. Heritage professionals participated alongside those from non-heritage sectors, including military and emergency services personnel.

Generous funding from the Heritage Council of Ireland and the Dublin Port Authority, combined with the support of the National Museum of Ireland, gave ICCROM the opportunity to deliver its first training course in Ireland.

Bilingual Course Highlights Mali's Rich Cultural Context

First Aid to Cultural Heritage in Times of Crisis (FAC), held in Bamako, Mali, 12–30 November, trained 21 professionals from 18 countries and included a special module on using cultural heritage first aid and recovery for conflict transformation.

Using the recent conflict in Mali as a central case study, this course offered insights gained in recovering cultural heritage in tandem with humanitarian recovery. Participants gained first-hand experience interacting with communities engaged in recovery, reconstruction and peace building processes. The rich cultural and social context of Mali provided participants with a unique opportunity to understand the complex links between people and heritage during crises.

UNESCO and ICCROM organized the training. National and international partners included the Ministry of Culture, National Museum of Mali, National Library, Malian Red Cross, National Army of Mali, Civil Protection, International School for Maintaining Peace, International Committee of Red Cross and UN Peacekeeping Mission in Mali (MINUSMA).

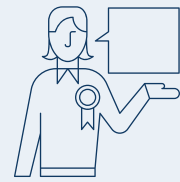
Japan ITC Examines Integrating Disaster Protection for Immovable and Movable Cultural Heritage

The overall theme of the 13th International Training Course (ITC) on Disaster Risk Management of Cultural Heritage, held in Kyoto and Kobe, Japan, from 29 August to 20 September, was "Towards Integrated Protection of Immovable and Movable Cultural Heritage from Disasters." Japan is home to frequently occurring disasters, which can damage its tangible and intangible cultural resources in a variety of ways. To protect these resources, the country has taken specialized measures in establishing a disaster risk management system and methodology for post-disaster emergency response and recovery. This training, which benefited 15 participants from 13 countries, covered cultural heritage disaster mitigation measures, many developed in response to Japan's special circumstances.

As part of the ITC, a one-day public symposium addressed the topic "Working with the Local Communities on Disaster Prevention for Cultural Heritage: The Experiences of the World and the Future of Japan."

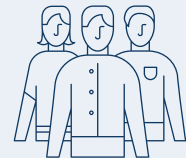
Course partners included ICCROM, ICOMOS, UNESCO and the Japanese National Institutes for Cultural Heritage, together with Ritsumeikan University.

by the Numbers



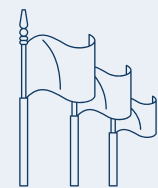
228

EXPERTS ENGAGED



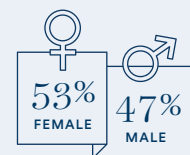
594

COURSE PARTICIPANTS



111

NATIONALITIES REPRESENTED



COURSE PARTICIPANT GENDER BREAKDOWN



161

COURSE PARTICIPANTS FROM MENA REGION

ACTIVITY IN FOCUS

International Stone Conservation Course in Mexico

The two-month 20th International Course on Stone Conservation, implemented by ICCROM in collaboration with Instituto Nacional de Antropología e Historia (INAH), took place in Mexico from 19 March to 18 May. The course was to have taken place in 2017, but the tragic earthquakes that struck Mexico in September of that year forced postponement until March 2018.

During the first month, 18 participants from 18 countries around the world met in Mexico City at the INAH Coordinación Nacional de Conservación del Patrimonio Cultural (CNCPC) in Churubusco. There they attended presentations from a broad range of professionals and took advantage of facilities at INAH and the Universidad Nacional Autónoma de México (UNAM). Lectures ranged from the history and culture of Mexico to materials and decay mechanisms. Practical exercises linked theory to its applications. For the second month, the participants worked in the ancient Mayan city of Chicanná in Campeche Province. There, field exercises at Calakmul Biosphere Reserve and the Mayan temples enabled them to approach stone conservation issues from an integrated and holistic point of view.

Moving this course outside Italy for the first time allowed application of this important training to non-European conservation contexts. ICCROM implemented this course in collaboration with INAH and the Government of Mexico, with the support of numerous local partners and institutions.



PHOTO: Stone conservation at Chicanná, Mexico. © INAH-CNCPC

Nature-Culture Linkages in Asia and the Pacific Area Focus of Tsukuba CBWNCL

The Capacity-Building Workshops on Nature-Culture Linkages in Asia and the Pacific (CBWNCL) develop new approaches towards integrated conservation of cultural and natural heritage that focus on theory and practice in the region. The workshop series started in 2016 as part of the World Heritage Capacity-Building Programme led by ICCROM and IUCN, in consultation with ICOMOS and the UNESCO World Heritage Centre.

The theme of CBWNCL 2018, held at the University of Tsukuba, Japan, between 21 September and 1 October, was “Disasters and Resilience.” At the workshop, 15 participants from 14 countries explored nature-culture linkages in the context of disaster preparedness, response and recovery. Through shared experiences and case studies, the workshop raised awareness about a region that is increasingly vulnerable to disasters but also strong in resilience and recovery experience.

The UNESCO Chair on Nature-Culture Linkages in Heritage Conservation at the University of Tsukuba organized the event in cooperation with the UNESCO World Heritage Centre, IUCN, ICCROM and ICOMOS.

ICCROM-Sharjah Facilitates Khartoum Risk Management Workshop

From 13 to 15 April, ICCROM-Sharjah conducted a site visit and Risk Management and First Aid Course workshop in El Obeid and Khartoum, Sudan. The workshop was a follow-up to an ICCROM Risk Management Leadership course held in October 2016.

ICCROM-Sharjah facilitated the training, with support from the Prince Claus Fund.

Brabant FAC Course Shares Methods for Rescuing Heritage in a Disaster

ICCROM’s flagship First Aid to Cultural Heritage (FAC) course in Brabant, Netherlands, held 6–24 August, trained 24 heritage and first response professionals from 23 countries to be “cultural First Aiders,” skilled at the protection of cultural heritage in emergency situations.

Course modules addressed prevention, safe evacuation, stabilization and protection for cultural heritage at risk. Participants further learned about damage and risk assessment, setting priorities, negotiating with local authorities and crisis communications. These cultural First Aiders then returned home to share the training, ensuring that their communities are fully involved in the recovery of their own heritage.

A disaster simulation given on 22 August, comprising a fictitious fire event at an ethnographic museum, gave participants a chance to test their skills as they attempted to safeguard museum collections while negotiating for access with firefighters still battling a blaze. The event drew wide media coverage in the Netherlands and internationally to raise public awareness and spur interest about the importance of heritage protection and recovery.

Collaborating partners included ICCROM, the Prince Claus Fund's Cultural Emergency Response Programme (CER), Smithsonian Institution and the Netherlands Commission for UNESCO.

Inaugural FAC Leadership Workshop Strengthens Heritage First Aid Networks

The first Leadership in First Aid to Cultural Heritage in Times of Crisis (FAC) workshop, held 25–31 August in Brabant, Netherlands, engaged 14 FAC alumni from 12 countries to foster the creation of sustainable national or regional networks and strengthen capacity for integrating heritage rescue operations with humanitarian relief during disaster situations. Experts coached participants in identifying financial and other resources to support preparation and planning. They also worked together to identify and strategize next steps for integrating and implementing cultural first aid principles and methods. The workshop was co-organized by the Prince Claus Fund, the Smithsonian Institution, ICCROM and UNESCO Netherlands.



PHOTO: Monumental portraits of Vasco de Gama and João de Castro, Portugal. © Museu de Lisboa

Preventive Conservation

RE-ORG Nigeria Evaluation Seminar Reviews Museum Storage Projects Nationwide

An evaluation seminar of the RE-ORG Nigeria project was held 4–10 June at the Ahmadu Bello University in Zaria. Participants from 12 national and university museums presented initiatives they carried out after receiving formal RE-ORG training. Within a year of the 2017 RE-ORG workshop in Jos, participants involved over 400 staff members in reorganization activities, improved the storage of more than 60 000 objects and refurbished spaces and furniture at more than 20 storage rooms. To spur community engagement, RE-ORG Nigeria also organized ten exhibitions in different locations across the country and provided seminars for museum staff.

The RE-ORG Nigeria national strategy 2017–2018 is undertaken in collaboration with the Nigerian National Commission for Museums and Monuments, the Ahmadu Bello University and participating museums, with generous funding from the US Ambassadors Fund for Cultural Preservation. (See Special Feature: Training)

International Workshop Practices RE-ORG at the Museum of Lisbon

The RE-ORG Lisboa international workshop, held 15–26 October at the Museum of Lisbon in Portugal, shared the RE-ORG methodology with 20 museum professionals from 10 Member States. Working with important collections from the Museum of Lisbon, including ceramics, paintings, textiles,

graphic documents and furniture, participants practiced the full methodology, from preparation and condition assessment to planning and implementing the reorganization project. Within two weeks, they had reorganized six storage rooms with a total surface of 802 square meters.

The workshop familiarized participants with the RE-ORG method, which ICCROM and UNESCO developed in collaboration with the Canadian Conservation Institute (CCI) to help museums worldwide make improvements to existing storage areas.

RE-ORG Lisboa took place thanks to the generous support of the Empresa de Gestão de Equipamentos e Animação Cultural, E.M. (EGEAC), the Museum of Lisbon and the Santa Casa da Misericórdia de Lisboa.

South American Heritage Professionals Convene in Santiago for RE-ORG Chile

From 27 August to 7 September, 19 Chilean and 2 Uruguayan professionals joined 10 coaches trained in 2017 to reorganize the storage and deposit areas of the Cerrillos National Centre for Contemporary Art (CNAC). They worked with three important collections containing more than 400 pieces in total. Some of these collections are contemporary art installations made up of multiple objects.

Partners in the Chilean national RE-ORG strategy are ICCROM, the National Centre of Conservation and Restoration (CNCR) and the National Sub-Directorate of Museums (SNM), both of which are under the structure of the National Service for Cultural Heritage of Chile.

18th Edition of RE-ORG Held at Kuwait National Museum

From 25 November to 7 December, 20 participants from Kuwait and Oman learned about RE-ORG methods.

At the end of the two-week course, the 18th edition of RE-ORG, the seven storage units at the Kuwait National Museum, containing collections of archaeology and ethnography, were reorganized according to RE-ORG methodology. Collaborating partners for RE-ORG Kuwait included ICCROM and the Kuwait National Museum.

RE-ORG Albania Reaches Participants from 11 Institutions

The National History Museum of Albania organized a RE-ORG workshop that took place 5–13 November in the storage rooms of the museum. Four coaches from Croatia, Serbia and Slovenia trained 16 participants from 11 institutions in Albania. In seven working days, they reorganized two museum storage areas.

For RE-ORG Albania, ICCROM teamed with the National History Museum of Albania, the Ministry of Culture of Albania and the International Council of Museums Southeast Europe Alliance (ICOM SEE).

Chinese Government Scholarship Fund

Thanks to a generous contribution from China's National Cultural Heritage Administration (NCHA), every year since 2014, scholarships have been awarded to heritage professionals worldwide to participate in ICCROM's international courses.

In 2018, 23 professionals from 19 different countries benefited from this fund, including Afghanistan, Bhutan, Brazil, Colombia, Egypt, India, Italy, Kenya, Malawi, Mauritius, Mexico, Mozambique, Nepal, Pakistan, Philippines, Poland, Sri Lanka, United Republic of Tanzania and Zimbabwe.

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



PHOTO: Garden at Suzhou, China. © ICCROM

Materials Science and Technology

Japanese Paper Conservation Course Held in Tokyo

The 2018 edition of the International Course on Japanese Paper Conservation (JPC) took place from 27 August to 14 September in Tokyo, Japan. This highly specialized, three-week event brought together 11 heritage professionals from 13 countries (some participants had dual citizenship) to develop a better understanding of Japanese paper conservation traditions, enabling them to make better decisions concerning the care of Japanese artefacts in their collections.

Since 1992, the JPC course has benefited more than 200 international participants. Course partners include ICCROM and the National Research Institute for Cultural Properties, Tokyo.

Mexico Course Brings Japanese Paper Conservation Techniques to Latin America

Interest for Japanese paper conservation tradition has been growing within the Latin America paper conservation community, as well as in Portugal and Spain. The International Course on Paper Conservation in Latin America: Meeting East course, held in Mexico City, Mexico, 28 May–13 June, shared Japanese paper conservation concepts, materials, tools and techniques with 11 participants from 8 Latin American countries. The course also helped build bridges between Japanese and Western paper conservation traditions and allow participants to share their experience.

Mexico's Coordinación Nacional de Conservación del Patrimonio Cultural of the Instituto Nacional de Antropología e Historia (CNCPC-INAH), the National Research Institute for Cultural Properties in Japan and ICCROM have jointly offered this for the past six consecutive years.

Longstanding Wood Conservation Course in Norway Employs Distance Learning

The 18th International Course on Wood Conservation Technology (ICWCT), held in Norway from 9 April to 29 June, promoted understanding and research in the field of wood conservation. Its aim was to establish a basic knowledge of wood properties, including its structural and decorative processing and use, together with techniques for diagnosing wood deterioration and selecting the most appropriate conservation methods.

For the first time, the initial part of this course (9 April to 11 May) was carried out through distance learning. The Norwegian University of Science and Technology (NTNU) learning platform allowed participants to prepare themselves in advance through readings and assignments. ICWCT also allows participants to gain university course credit and take a final exam. In the future, these distance-learning strategies will help better connect the three wood courses that ICCROM now offers in Norway, Russia and Japan.

ICCROM offered this course in partnership with Riksantikvaren and NTNU.



PHOTO: Japanese Paper Course, Japan. © TNRICP

World Heritage Leadership

People-Centred Approaches as Focus of African Regional Course

In the magnificent setting of the Victoria Falls / Mosi-oa-Tunya transboundary World Heritage Site shared by Zambia and Zimbabwe, 20 participants from 16 different African countries explored the challenge of returning people to the centre of conservation. The African Regional Course on Promoting People-Centred Approaches to Conservation of Nature and Culture (PNC18), held from 14 to 24 August, provided conservation practitioners with tools to work more effectively with communities through existing management systems and to pursue the well-being of both heritage (natural and cultural) and society as a whole.

Participants practiced ways to connect nature, culture and people in heritage management while learning about challenges and opportunities for sustainable development. As the Mosi-oa-Tunya National Park acts as the buffer zone of the World Heritage site, course instructors discussed in depth the challenge of managing multiple categories of heritage designation among different institutions. Participants also visited nearby community development initiatives that provided positive input into how conservation decisions can benefit the local society.

Course partners included ICCROM, IUCN and the Norwegian Ministry of Climate and Environment, in collaboration with the African World Heritage Fund, ICOMOS, UNESCO World Heritage Centre and the National Heritage Conservation Commission of Zambia.

China Course Addresses Impact Assessments at World Heritage Sites

The UNESCO World Heritage Committee has observed that many activities undertaken in and around World Heritage sites can have negative impacts on Outstanding Universal Value (OUV). While tourism, infrastructure development, new buildings, urban renewal and changes to land use all play a vital role and provide benefits to the society, the Committee has stressed the need to undertake Impact Assessment studies to understand how development affects heritage.

The Course on Impact Assessments for Heritage (HIA China), held 15–26 October, shared with 22 participants from 17 countries knowledge of management and monitoring requirements and reporting mechanisms for World Heritage properties. Participants learned about the benefits of linking nature and culture and discussed the role of impact assessments as an evaluation tool in heritage management planning. The course was held at Zhenze Historic Town near Shanghai, which is on China's World Heritage Tentative List with 13 other waterfront towns.

ACTIVITY IN FOCUS

Enhancing the Social and Cultural Role of Community Museums in Western Sudan

ICCROM, through its ICCROM-ATHAR Regional Conservation Centre in Sharjah, received from the Cultural Protection Fund of the British Council a GBP 997 000 project grant to conserve three community museums in Western Sudan. This project has worked to restore the museums and provide for the educational and cultural needs of their communities, visitors and tourists.

As part of the Community Museums of the Western Sudan project, ICCROM-Sharjah held a series of practical training workshops, from 17 September to 17 October at the Khalifa House Museum in Omdurman, which raised local Sudanese expertise and competencies in the fields of preservation and documentation of historical buildings and museum collections. Four workshops focused on conservation of the museum holdings overall, especially its collections of flint stones and traditional weapons, as well as the architectural conservation of the building envelope.

The next series of workshops was titled “Enhancing the Social and Cultural Role of Community Museums,” took place between 17 and 26 November at different museums. The first workshop was held in the city of El-Obeid for the Sheikan Museum. Darfur Museum in the city of Nyala was the second location. Participants at the third workshop met again in the Khalifa House Museum in Omdurman, Khartoum. The workshops involved outreach and engagement with groups interested in the museums’ collections, including groups that preserve and transmit Sudanese living heritage.

Decades of conflict in Sudan have devastated communities, damaged heritage facilities and led to a loss of heritage skills. By revitalizing these three community museums and providing training in heritage skills, we are ensuring that the museums are protected and their collections remain valuable educational tools. Part of the training is the development of a five-year conservation management plan for each museum.

The project is funded by the British Council's Cultural Protection Fund in partnership with the UK Department for Digital, Culture, Media and Sport. Project partners include the National Corporation for Antiquities and Museums in Sudan (NCAM), the Centre for Heritage Studies, McDonald Institute for Archaeological Research, University of Cambridge and Mallinson Architects.

The British Council's £30m Cultural Protection Fund, in partnership with the Department for Digital, Culture, Media and Sport, is committed to safeguarding cultural heritage at risk due to conflict in the Middle East and North Africa.



PHOTO: Courtyard at Khalifa House Museum, Omdurman, Sudan.
© National Corporation for Antiquities and Museums

Partners included the World Heritage Institute of Training and Research for the Asia and the Pacific Region under the auspices of UNESCO, Shanghai Centre (WHITRAP Shanghai) and ICCROM. The World Heritage Leadership Programme is a capacity-building programme delivered by IUCN and ICCROM in collaboration with ICOMOS and WHC and other organizations and is implemented with the support of the Norwegian Ministry of Climate and Environment and other partners.

Montenegro Training Discusses Impact Assessments for Heritage

How should decisions be made regarding projects in or near World Heritage properties? This was the subject under discussion at the Heritage Impact Assessments course that took place in Kotor, Montenegro, from 3 to 6 December.

A total of 27 participants came from six countries in Southeast Europe, where impact assessments are increasingly being requested to help in decision-making for development projects. The course aimed to improved participants’ ability to communicate their recommendations to other stakeholders by using clear and defensible assessment methodologies based on heritage values.

ICCROM implemented the course in cooperation with the National Commission of Montenegro for UNESCO, within the framework of the UNESCO World Heritage International Assistance Fund and with the financial support of UNESCO Regional Bureau for Science and Culture in Europe.

Nordic-Baltic Experts Gather for World Heritage Leadership Capacity-Building Training

On 24–28 September, ICCROM, IUCN, and ICOMOS jointly delivered a course on the specific procedures and structures of the World Heritage Convention. The city of Bergen generously hosted participants on the premises of the University of Bergen. A total of 18 heritage professionals from all the Nordic and Baltic countries reviewed key concepts, processes and working procedures of the World Heritage Convention, including protection, management and monitoring processes for World Heritage properties. Participants also learned how the Advisory Bodies prepare the State of Conservation reports presented to the World Heritage Committee each year. Effective management, resilience and impact assessments all received special attention.

The course featured numerous lectures delivered by World Heritage Advisory Bodies. The World Heritage sites of the West Norwegian Fjords (Component of Nærøfjord) and Bryggen provided case studies for simulating an evaluation mission.

This course was implemented under the World Heritage Leadership Programme, a capacity-building programme delivered by IUCN and ICCROM in collaboration with ICOMOS and UNESCO World Heritage Centre, and developed with the support of the Norwegian Ministry of Climate and Environment and other partners.

Historic Centre of Macao Provides Case Study for Management and Monitoring

From 8 to 19 October, 23 participants from 11 Member States met in Macao SAR, China, for the Management and Monitoring of World Heritage Sites course. Through theoretical lectures and on-site practice, participants learned about current thinking, trends and approaches to management of cultural World Heritage properties, with a particular focus on monitoring. The World Heritage-listed Historic Centre of Macao, which brings together aesthetic, cultural, religious, architectural and technological influences from East and West, offered a unique case study to review course concepts.

The course was jointly sponsored by ICCROM, China's National Cultural Heritage Administration (NCHA) and the Secretary for Social Affairs and Culture of the Government of Macao SAR. It was co-organized by ICOMOS China and the Institute for Tourism Studies of Macao.

Regional Collaboration

Chantier École MOSAIKON Participants Learn While Restoring Tipasa Mosaics

The Chantier École MOSAIKON, held on 19 June–18 July at the archaeological site of Tipasa, Algeria, provided the opportunity for a one-month field school that benefited 12 conservators from Algeria and Lebanon. With support from the Algerian Directorate-General of Antiquities, participants received training to restore in-situ mosaics at the World Heritage site

of Tipasa as well as detached mosaics from the storage units of the ChercHELL museum.

The Tipasa field school took place as part of the MOSAIKON initiative and was the second field school carried out thanks to generous financial support from the Getty Foundation committed in November 2017.

Nara Course Guides Young Professionals through Basics of Archaeological Sites

The Investigation, Preservation and Management of Archaeological Sites course, held from 4 September to 4 October in Nara, Japan, benefits from a long-standing partnership between ICCROM and the Asia-Pacific Cultural Centre for UNESCO (ACCU Nara). Designed for young professionals, it offers knowledge and techniques of how to investigate, preserve and provide ongoing management for archaeological sites. Sixteen participants from seventeen countries (some participants had dual citizenship) learned principles and methodologies for cultural heritage protection and skills-based techniques for documentation and analysis, preservation and management of archaeological sites. They also discussed opportunities to build heritage protection networks in the region.

Japan's Agency for Cultural Affairs, ACCU Nara, ICCROM and the National Research Institute for Cultural Properties in Tokyo and Nara jointly organized this course under the auspices of the Japan Consortium for International Cooperation in Cultural Heritage, Japanese National Commission for UNESCO, Nara Prefectural Government and Nara City Government.

CollAsia Course and Conference Highlight Challenges of Photographic and Archival Collections

Photographic and archival collections document the transformation of historical, artistic and identity-building values over time. Yet these huge collections are often fragile, vulnerable and difficult to manage. The CollAsia Conserving Photographic and Archival Collections course, held from 22 November to 13 December in Ho Chi Minh City, Vietnam, addressed collections care practices for these items. Participants reviewed living cultural practices with current conservation principles, assessing the benefits and sustainability of local materials and techniques for conservation. Focusing on materials, techniques, conservation and use of diverse archival media, with a particular attention to photographs, the course improved scientific literacy, critical thinking and decision-making skills for a diverse group of participants.

Participants also benefited from a conference held on 30 November titled "International Integration of Conservation: Opportunities and Challenges for Cultural Heritage Values." Ho Chi Minh City University of Vietnam organized the conference in partnership with the Southern Institute of Social Sciences and Ho Chi Minh City Institute for Development Studies, under the patronage of ICCROM.

CollAsia course organizing partners included Ho Chi Minh City University of Culture and ICCROM. Generous support came from the Korean Cultural Heritage Administration (CHA).



PHOTO: Artifacts in museum storage, Nigeria. © National Commission for Museums and Monuments

SPECIAL FEATURE No.1

RE-ORG Nigeria

An Interview with Dr Abubakar Sule Sani, Senior Lecturer at Ahmadu Bello University, Nigeria

ICCROM: Thank you for speaking with us. Can you tell us about RE-ORG Nigeria?

Abubakar Sule Sani: RE-ORG Nigeria is a national project to improve storage conditions in Nigerian museums. The project is funded through a generous grant from the US Ambassadors Fund for Cultural Preservation (AFCP). We collaborated with ICCROM, the Nigerian National Commission for Museums and Monuments (NCMM) and Ahmadu Bello University to implement the project across Nigeria with 13 participating museums. There are ten Nigerian national museums, two specialized institutions – one being the Archaeology Department at Ahmadu Bello University in Zaria and one being the Arewa House, the university's historical centre for documentation and research – and one museum at Nigeria's University of Ibadan.

Can you tell us a little about your background?

I'm an archaeologist with a master's degree in history and a combined PhD in art history and archaeology. I was privileged to work for six years at NCMM before I transferred my services to the Ahmadu Bello University. Initially I worked as curator of the university museum, and then I converted to teaching archaeology. Archaeology has a strong component of heritage studies, so in the courses I taught, we created a way of dealing with the management of collections. After my participation in the China RE-ORG workshop, I began to introduce RE-ORG principles into the courses.

During the RE-ORG project, why did your University build a new museum?

The museum collection at the Arewa House was created in the early 1950s, while the collection at Ahmadu Bello University's Archaeology Department was developed in the late 1970s by a German professor of art history with objects from ethnographic groups from across Nigeria. The problem was that the collection had to change premises every ten years, which affected the documentation and state of preservation of the objects. We recognized that these priceless objects had no house where they could be cared for, so we argued to have a purpose-built museum. When we applied RE-ORG to our museum, the university agreed to invest US\$100 000 in a new building, a modern museum facility. In fact they built this new museum in 12 months! The RE-ORG follow-up grant could

be used immediately to provide the furniture needed for the collections' storage.

Could you tell us more about these collections?

As we moved collections to the new space, we discovered objects hidden for over 40 years, objects I didn't know about. At first the collections were focused on northern Nigeria, but when the government took over the university in the 1960s the museum shifted to a national collecting focus. The collections cover about 350 ethnic groups of Nigeria and deal with festivities, religious systems, body adornment and technological development. The terracotta Nok head sculptures of northern Nigeria, dating to about 2 000 years ago, are fully represented in our collections. The exhibits show the technological advancement of the Nigerian territory in ancient times, including sophisticated smelting and bronze-working skills.

What was the response to the project from the museum managers and staff?

Initially there was some suspicion and pessimism from the staff, and I think they didn't appreciate or understand fully how RE-ORG works globally. I was the first Nigerian to participate in the RE-ORG project at the China workshop, and I took responsibility upon myself to ensure it would be implemented in Nigeria. So the other institutions had an impression that this was my personal project. The grant money came when Nigeria was in recession, and the collaborating directors thought the project wouldn't happen.

I first gave a talk in Abuja about the technical issues of RE-ORG itself. Social media platforms facilitated lively debates about the project, particularly with other museum professionals, and there was a lot of enthusiasm at the mid-professional level.

It took four days of intense negotiation with the National Commission for Museums and Monuments to develop the hierarchy framework for control and monitoring of the project, using a tripartite arrangement with different responsibilities for each organization. What convinced them was the pilot activity held in Jos. It was practical, and we created opportunities for engagement and discussion with stakeholders, including National Museum managers and staff in Jos and Abuja. That helped clear the negative perception about the project.

How did you engage the outside community in the project?

After any RE-ORG project, part of the recipe is always to stage a final social outreach event to select objects for a final exhibition, lecture and presentation. These are objects that were previously hidden or obscured, and you try to create stories around them. The public talk and stakeholder discussion are very important and effective. Being a project mentor opened the way for me to give a talk, not exclusively to museum professionals but also to the local community.

At the public talk we discussed what we have, that it is theirs as stakeholders, and why museums are social institutions. We explain that we are curators and managers, but we are there to serve them. The integration of the exhibition and public



PHOTO: Dr Abubakar Sule Sani. © ICCROM

lecture into what is essentially a space management project makes huge strides in engaging and including communities.

Did you come across any community members with a personal connection?

I spoke to a Muslim man who had never been to the museum due to a negative perception that visiting a museum is idolatry. Over 20 years that he'd been in Kaduna, he stayed away because he thought it was forbidden. He sold fruit nearby and by chance he was invited. He didn't want to partake, but after a while he realized it was about issues he'd been interested in for a long time. It was about him, about his roots, and he said to the curator that it was historical, not un-Islamic. I remember he used this word. Afterwards, he wanted to return to the museum but did not have the money, so we waived the entry fee for him so he could return.

What are your plans to take the project forward?

It's about sustaining the methodology. We appreciate so much the generous contribution from the US Ambassadors Fund to do RE-ORG in Nigeria, and we think this is the first level. I'm beginning to look at those museums that were not selected, which have problems that need to be addressed. The museums that are not visible to us are mostly private or community museums, but I don't think they will be a problem as the management responsibilities rest with the owner. It's about engaging and negotiating with them and volunteering to give them the skills to implement RE-ORG.

There's a need for resources, and I have two strategies now. The first one is to apply for grants and implement them from corporate institutions through social responsibility. At one level I will negotiate and engage, but at another level we need to see if RE-ORG can be implemented without the grants. I'm convinced that yes, even with little funding it can be done. One way is to provide free volunteer services for these museums to implement the projects. I'm impressed at this level that the resource people that we trained at the first stage are competent now to start new projects and need only minimal supervisory oversight. Their energy and enthusiasm can ensure that the RE-ORG initiative will progress in Nigeria, no matter what.

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OUR WORK

Knowledge

PHOTO: Bookshelf graphic, Dumfries and Galloway, United Kingdom. @ Mike Bird / Pexels

Overview of Activities

ICCROM's body of knowledge is an accumulation of decades of research and data, developed in collaboration with Member States and used by people all over the world. Making information available to users while leveraging new technologies is an ongoing endeavour. Meanwhile, a strong translation activity makes the knowledge in ICCROM's publications and the information on its website available to wider audiences. For example, the Emergency Evacuation manual developed in collaboration with UNESCO is now available in seven languages. Tracking data and horizon scanning for emerging issues is another way ICCROM collects and shares information, using it to derive insights and spot opportunities for cultural heritage to engage with different sectors and new audiences.

Projects in Focus

Tracking Trends Works to Close Data Gap for Heritage Conservation

Tracking Trends is a two-year pilot project and preliminary step towards addressing the heritage conservation data gap. The project draws upon work ICCROM has carried out over the past two years to trace current trends in heritage research and training. By gathering strategic data on sector capacity, knowledge production and emerging issues of concern, the project aims to inform policy and provide evidence for ways heritage can contribute to sustainable development.

At a brainstorming meeting held on 13–14 February, a small interdisciplinary group from the fields of cultural heritage, conservation, digital humanities, social sciences and data science convened to share perspectives on what questions to prioritize, and how the project can use data more strategically to answer those questions. Taking the relationship between cultural heritage and sustainable development as a starting point for discussion, the group focused on key parameters for collection, methods for data capture and analysis, and insights that can be gained from that work.

Two exploratory missions followed the initial conversations. One discussed a potential research project between the University of Gothenburg, the Swedish National Heritage Agency (RAÄ) and the Swedish Agency of Cultural Policy Analysis. Another met with staff of Historic England to gain insight into the organization's Heritage Counts initiative.

Literature Review of Heritage and Sustainable Development

Over 2018, as part of the Tracking Trends pilot project, a bibliometric study was undertaken to review open access literature on heritage and sustainable development to identify key areas of contribution to the UN sustainable development goals. Going forward, the results of this study will inform further work to identify practice principles for enhancing sustainability and potential indicators of social impact.

Vilnius Document with JPICH

In September 2018, ICCROM signed a joint statement with the Joint Programming Initiative on Cultural Heritage (JPICH) on Enhancing Heritage Research Participation and Impact. The statement calls for greater stakeholder participation and more effective knowledge sharing to enhance research impact. The statement arose out of a workshop on the role of JPICH-funded research projects on heritage practice, held on 28–29 September 2017 in Vilnius, Lithuania. JPICH coordinates national priorities for heritage research across 18 European countries.

New Conservation Resources Now Available in Open Access

The ICCROM Library is providing a constantly growing set of open access conservation resources through its catalogue interface. These include papers from the 2011–2017 triennial meetings of the International Conservation Committee of the International Council of Museums (ICOM-CC), as well as a multitude of scholarly and peer-reviewed research journals, all freely available at no charge.

The recent ICOM-CC triennial meetings are also linked to ICCROM's library catalogue interface. Open access journals can be found through ICCROM's searchable Electronic Journals Library service by clicking on the EZB icon on the ICCROM Library catalogue.

by the Numbers



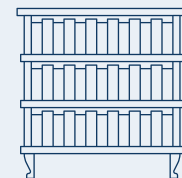
1 192

ON-SITE VISITORS
TO ICCROM LIBRARY



14

PUBLICATIONS
PUBLISHED INCLUDING
TRANSLATIONS



1 268

LIBRARY RECORDS
CREATED IN 2018

Gaël de Guichen Donates Archive

On 10 October, Director-General Webber Ndoro and Gaël de Guichen signed an agreement for the donation of Mr de Guichen's archive to ICCROM. The aim is to ensure both conservation and access to researchers of these valuable records.

ICCROM is honoured to receive this archive, which spans from 1957 to 2018. The ca. 20 linear meters of materials include a rich photographic collection depicting heritage deterioration caused by natural and human agents, especially in museum collections, obtained from 55 countries located all over the world.

Mora Collection Project Preserves Delicate Samples

The Mora Sample Collection is an important archive of samples and fragments of historic wall paintings collected from heritage sites around the world. It is the legacy of two internationally renowned restorers, Paolo and Laura Mora, who collected these materials during ICCROM technical missions and conservation projects from the 1960s to the 1980s. The archive today comprises some 1300 samples from 36 countries.

This project, undertaken by ICCROM together with the HERCULES Laboratory of the University of Évora, Portugal, seeks to safeguard the sample collection, documenting and rehusing often extremely fragile and delicate materials, and to make it available online for future scholars.

Project staff have made substantial progress. They have photographically documented the entire collection, collected available data and rehoused numerous samples. The design of the online catalogue is also under way.

Colleagues at the HERCULES Laboratory made a short video that offers a glimpse inside the Mora Sample Collection. See the project team at work at <https://www.iccrom.org/video/glimpse-inside-iccrom-mora-sample-collection>.



PHOTO: Film cans and videotapes. @ ICCROM / ICCROM Archive

InterPARES Collaboration Yields New Scholarship

ICCROM signed an agreement in 2012 with the University of British Columbia, Canada, to participate as a partner in the international research project, InterPARES Trust (ITrust). (<https://interparestrust.org/trust/>). The project, which has developed research in the field of preservation of authentic digital records to support accountability and memory, ends in February 2019. The ITrust Europe and the Transnational teams both worked with the ICCROM archive in developing research findings on two studies: "Policies for recordkeeping and digital preservation: Recommendations for analysis and assessment services" and "The impact of the Italian legal framework for cloud computing on electronic recordkeeping and digital preservation systems." Articles on these topics will be included in the InterPARES Trust final book publication in 2019.

Library Inventory Project Continues

At end 2018 staff began an inventory project of the ICCROM Library's full monographic collections. They divided the collection (ca. 500 linear meters of books) into three sections to facilitate shelf reading and recorded the results to locate missing, misplaced or damaged books and cataloguing gaps. Staff identified some rare books, while damaged books were sorted out for repair, and monographs containing photographic prints or other vulnerable materials (samples etc.) were set aside for transfer to a climate-controlled area in the ICCROM Archive. The project will result in better maintenance and control of the Library book collections.

1961–2003 Publications Now Online

A wealth of conservation knowledge and expertise is contained in ICCROM's many past publications. Previously, resources published prior to 2003 were largely inaccessible because the books were difficult to obtain.

ICCROM, in collaboration with its many partner organizations and network of contributors, has finalized a scanning project to make these publications available online. The result provides a history of the development of conservation thinking and trends in the profession, as seen through the prism of ICCROM. Copyright was managed through a silence procedure taking place in 2014–2016.

The digital versions are available on the ICCROM website, available for free download under a Creative Commons 3.0 license (BY-NC-ND). ICCROM thanks all its community for their support of this scanning project, which has given new life to past knowledge collaborations, furthering the organization's educational and training mandates while sowing seeds to stimulate new conservation research.

CeROArt Project Seeks to Automate Cataloguing

The Library has developed a data ingestion project in collaboration with the open access journal CeROArt. The goal of this project is to serve as a prototype for the automatic



PHOTO: "Chinese horse" cave painting at Lascaux. @ Gaël de Guichen / ICCROM Archive

cataloguing of other online journals of particular interest in the field of conservation. Importing these bibliographic records directly into ICCROM's Library Catalogue will provide quicker access to scholarship for the research community.

CeROArt is a web journal and online platform dedicated to pluridisciplinary approaches in issues of conservation, exhibition and conservation of works of art. (See Special Feature: Knowledge)

New Publications

ICCROM-Sharjah Supports Arabic Translation of Heritage Texts

ICCROM-Sharjah completed translation work for a number of publications initiated in 2017. These include *Restoration of Historic Buildings in Muharraq, Bahrain* by Salman Al-Mahairi (Selected Reading from ICCROM-Sharjah, series 4), Jukka Jokilehto's *A History of Architectural Conservation* (second edition) and 22 ICOMOS charters, including the Venice and

Burra Charters. Once published, they will be an important reference for conservation practice in the Arab world. In addition, work on the publication *Readings in the Conservation of Mosaics* in Arabic continued, with the illustrations and copyright review and copyediting nearly complete.

Risk Management Guide Is Available in Spanish and Portuguese

ICCROM and Ibermuseos launched the Spanish and Portuguese editions of *A Guide to Risk Management of Cultural Heritage*, originally published in English and Arabic by ICCROM and the Canadian Conservation Institute (CCI). Adapted specifically for museums, this guidebook is the first step in a fruitful collaboration between the two organizations which will provide a series of tools, documents and research for the preservation, conservation and management of cultural heritage in the Ibero-American region.

The translations were supported by the Spanish Agency for International Cooperation for Development (AECID).



PHOTO: Sculpture at Hatay Museum, Turkey. @tunaolger, Creative Commons License CC0 / Pixabay

Open Access Publication Examines Research Impact

In line with its commitment to promoting open access to knowledge and information, ICCROM is happy to share the Accepted Manuscript (AM) of “Enhancing research impact in heritage conservation,” an article recently published in *Studies in Conservation*.

The authors examine how research impact is defined, measured and generated, with a view to understanding how it can be enhanced within the heritage conservation field. The article derives from original research undertaken by ICCROM, which focused on the engagement of end-users within heritage science research and highlights how their involvement can support research relevance and impact. This highly-accessed article has been downloaded over a thousand times, demonstrating its relevance to the sector.

New Resource Kit Shares RE-ORG Method

RE-ORG is a method ICCROM and the CCI developed to help museums make improvements to existing storage facilities. Over nearly a decade, RE-ORG has been applied to more than 100 museums all over the world via hands-on workshops, mentor sessions and online training. This field-tested methodology has now been developed into *RE-ORG: A Method to Organize Collections Storage*, a four-part kit that walks the user through the process of transforming a museum’s storage area while optimizing space, equipment, time and money.

ICCROM, CCI and Ibermuseos are pleased to offer this resource kit for free download in English, French, Spanish and Portuguese.

All ICCROM publications are downloadable on our website at <https://www.iccrom.org/resources/publications>.

Pioneering Resource on First Aid to Cultural Heritage Aims to Guide Crisis Response

First Aid to Cultural Heritage in Times of Crisis is a two-part publication created for the various actors involved in an emergency, including cultural heritage professionals. It provides a practical method and a set of reliable, ready-to-use tools for securing endangered cultural heritage, both tangible and intangible. The user-friendly workflows help readers plan and implement coordinated cultural rescue and risk reduction operations that involve local communities, heritage custodians, emergency responders and humanitarians.

Written with the key guiding philosophy of ensuring an inclusive attitude and respect for diversity while at the same time interlocking humanitarian assistance with cultural heritage first aid, this resource provides an essential, ethical framework for almost any crisis context.

The *First Aid to Cultural Heritage in Times of Crisis Handbook and Toolkit* is the outcome of nearly a decade of field experience gained by ICCROM and a close partnership with the Prince Claus Fund and the Smithsonian Institution.

Publication Looks at Sheltering Methods for Archaeological Sites

Protective Shelters for Archaeological Sites, one of few publications to address the issue of protective shelters, is the product of a week-long symposium in 2013 that used the archaeological site of Herculaneum as an “open classroom.”

ICCROM’s partners in the MOSAIKON initiative, the Getty Foundation, the Getty Conservation Institute and the International Council for the Conservation of Mosaics (ICCM), worked with the British School at Rome and the Herculaneum Conservation Project to bring heritage professionals from ten Mediterranean countries together with a group of international colleagues with relevant expertise regarding shelters. The participants represented a cross-section of disciplines and a range of experiences in the conservation and management of sites with mosaics. Participants shared relevant case studies from their countries, focusing the discussion on real sites and challenges.

Emergency Evacuation Manual Now Speaks Seven Languages

Armed conflicts and natural disasters causing deliberate or collateral damage to cultural heritage are more prominent than ever. To help strengthen efforts to save collections from imminent threats, ICCROM and UNESCO joined forces to produce *Endangered Heritage: Emergency Evacuation of Heritage Collections*, a practical handbook available for free download in Arabic, English, French, Georgian, Japanese, Nepali and Russian.

Built upon years of experience and real-life situations, this publication offers a field-tested, simple workflow for the emergency evacuation of valuable

objects. This guide is created with a variety of users in mind, with simple language and layout intended for heritage personnel, emergency responders and civilians alike. It offers guidance on when and how to intervene to protect endangered heritage, with illustrations and charts that help readers to begin working quickly.

Sharing Conservation Decisions Offers Strategies for Participatory Decision-Making

Recent decades have witnessed a fundamental change in social values throughout the world, and this change in turn has affected how we think about and care for cultural heritage. Increasingly, heritage professionals are challenged to adopt more people-centred approaches within conservation, whereby constructive and critical dialogue between stakeholders is an essential part of the decision-making process. However, putting these approaches into practice is not so straightforward.

Sharing Conservation Decisions: Current Issues and Future Strategies examines the quest for participatory decision-making in cultural heritage conservation. Case studies from different countries and heritage contexts document the wide array of decisions that confront professionals in the field, challenges these decisions present, and innovative solutions that can be found by embracing a sharing approach.



The Importance of Knowledge-Sharing Tools

Interview with Dr Muriel Verbeeck, *École Supérieure des Arts Saint-Luc de Liège, University of Liège, Belgium*

ICCROM: Thank you for this interview. Could you please describe your background and your various roles?

Muriel Verbeeck: I am a historian and philosopher by training and currently a full professor of history, theory, and ethics of conservation and restoration at the *École Supérieure des Arts Saint-Luc* in Liège. I am also a researcher in the Art, Archaeology and Heritage Research Unit at University of Liège, as well as the scientific editor of *CeROArt*, an open access journal. *CeROArt* is devoted to a multidisciplinary approach to the conservation, restoration and display of works of art and offers a space for exchanges among historians, art historians, philosophers, heritage scientists, conservators and restorers, as well as representatives from the wider world of museums. For some years now, *CeROArt* has been publishing articles from first-time authors while supporting their studies. These include young conservator-restorers who have recently graduated from master's degree programmes or doctoral students preparing their theses.

What is your relationship with ICCROM?

I have known ICCROM for a long time now, but specifically in 2017 I arrived to carry out research into the history of conservation theories. During a stay as an ICCROM Fellow, I worked on what distinguishes the founding texts, what links them, and sometimes what sets them apart – less often than you might think. For me, examining the history of conservation theories, by highlighting contextual characteristics, is a way of putting so-called 'absolute truths' into perspective, while encouraging reflections in terms of continuity and evolution, rather than rupture. The project, initiated at ICCROM, has had a certain impact, because in 2018 I was able to take advantage of a research grant from the Getty Research Institute in Los Angeles to continue the work. It also has become an important line of research for the *ConnecTheo* research group, created recently with the backing of the *Périer-D'Ieteren* Foundation.

During my stay at ICCROM, I came to appreciate the richness of its Library and Archives. It's a truly remarkable and complete collection that has benefited over many decades from an intelligent acquisitions policy with a perceptible scientific and humanistic approach. More specifically, in restoration history and theory the study resources are unrivalled anywhere. I should also like to highlight the expertise and friendly helpfulness of the librarians and archivist, whose advice was particularly useful for me. The fruitfulness of research also depends on the climate, and ICCROM's is unmatched. Coming here is always a pleasure, and I return as often as I can.

How has this collaboration progressed in 2018?

It has moved to a new stage. At the suggestion of the librarians, we came up with the idea of creating an automatic upload of articles appearing in *CeROArt* directly in the ICCROM Library catalogue. There they will have a far greater visibility and will be of greater use to the research community. This has been achieved over 2018 by means of data files processed by *CeROArt* which were transferred through *MarcEdit* software and integrated into the ICCROM catalogue. This makes the articles visible and available to a much wider audience – not just at ICCROM but to all those who connect to it through various information-sharing networks. These include the *URBiS* network, which brings together the libraries of all the foreign academies in Rome; the *BCIN* network, which contains records from five major conservation institutions (*ICOMOS*, *CCI*, *Getty Research Institute*, *Smithsonian Institution* and *ICCROM*); and the *Electronic Journals Library* or *EZB*, managed by the University of Regensburg in Germany. This last portal assembles in an online format nearly 100 000 journals coming from some 600 libraries.

For you, what is the value of ICCROM and its Library?

ICCROM's reputation is already well established, but it takes a period of living and working there to appreciate why its reputation is so well founded. Discovering how alive the institution is, the role of different players, its most recent achievements, its engaged and devoted staff, and their sheer delight in sharing knowledge and expertise – all this is an experience with no substitute.

At a time when many institutions are facing draconian budget cuts in access to knowledge, ICCROM is a beacon of hope – its Internet presence is a real plus, and the catalogue is quite remarkable. Let's hope that skilled staff remain available for acquisitions and cataloguing, useful for researchers and essential for students writing their theses. Conservation researchers cannot really survive without the resources and opportunities that the Library offers.

Let's keep the flame alive!



PHOTO: Colonnade, Palais des Princes-Evêques, Liège, Belgium. @ AnnDcs / Shutterstock



PHOTO: Recovering palm leaf manuscripts, Kerala, India. © ICCROM

OUR WORK

Cooperation

Overview of Activities

ICCROM's cooperation with a strong network of partners makes it possible to carry out training events and participate in workshops and collaborative sessions all over the world. The Headquarters in Rome and the Regional Office in Sharjah initiate conversations and respond to emerging needs by bringing partners together, creating a space for consultation and creative solutions to face challenges head on. From academic and cultural institutions in our Member States to intergovernmental organizations, ICCROM's network of partnerships continues to grow, and to have an ever-broader reach.

Projects in Focus

ICCROM Participates in Al-Nouri Mosque Reconstruction

A team involving ICCROM and UNESCO will reconstruct Mosul's iconic Al-Nouri mosque and Al-Hadba minaret. Islamic State forces blew up the late-twelfth-century landmark in 2017. This five-year project is funded by the Ministry of Culture and Knowledge Development of the United Arab Emirates.

ICCROM is involved in the project through the ICCROM-ATHAR Regional Conservation Centre in Sharjah, as a member of the steering and technical committees in addition to providing technical conservation expertise. Other committee members include the Emirati and Iraqi Ministries of Culture, UNESCO, the Iraqi Sunni Endowment and the Organization of Islamic Cooperation.

As part of this project, ICCROM-Sharjah took part in the first Joint Technical Committee Meeting for the reconstruction project. Chaired by UNESCO and vice-chaired by ICCROM, the committee is composed of representatives from the Sunni Waqf, Ministry of Tourism and Antiquities (SBAH), Mosul University and Association of Architects, as well as other international experts. In Erbil, Iraq, the committee discussed the 2019 plan and approaches to the reconstruction of this significant and spiritual place for the people of Mosul and Iraq.

EUNIC Holds Knowledge Sharing Workshop in Rome

Hosted by the Italian Ministry of Foreign Affairs, European Union of Institutes of Culture (EUNIC) members gathered for a two-day workshop during March in Rome with partner organizations, including UNESCO and ICCROM, to share their understandings about and practices for cultural heritage. EUNIC members had an opportunity to explore different approaches and policies through case studies and to learn more about the European Year of Cultural Heritage (EYCH) 2018 activities. They also discussed different organizational approaches to cultural heritage.

Community Consultation Launched in Lake Ohrid Region

The Lake Ohrid region is home to one of the world's oldest lakes and is one of Europe's most important areas of biodiversity. The surrounding area is also significant for its cultural heritage within and linked to the natural setting. The transboundary nature of this region, located between Albania and North Macedonia, has spurred the development of an EU-UNESCO transboundary project: "Towards Strengthened Governance of the Shared Transboundary Natural and Cultural Heritage of the Lake."

A two-day workshop held during May in Ohrid (North Macedonia) and Pogradec (Albania) and led by ICCROM marked the beginning of a community consultation campaign involving a local team of volunteers from both the Albanian



PHOTO: Parish priest at safeguard exercise in Lucca, Italy. © ICCROM

and Macedonian sides of the lake. The aim was to highlight heritage opportunities and benefits to both communities in line with sustainable development goals. The team carried out a questionnaire with local residents with the aim of increasing understanding of the local socio-economic situation, community assets and stakeholders' aspirations that could contribute to more participatory heritage management. Results informed ongoing management planning processes.

Partners include UNESCO World Heritage Centre (project coordinator), European Union (main financial contributor), Ministry of Tourism and Environment of Republic of Albania (co-financer), Ministry of Culture of the Republic of Albania, Ministry of Culture of North Macedonia, Ministry of Environment and Physical Planning of North Macedonia, ICCROM, ICOMOS and IUCN.

PROMEDHEX Simulates Cultural Heritage Disaster in Lucca

On 19–21 June, ICCROM participated in PROMEDHEX 2018, a disaster simulation exercise for salvage of cultural heritage held in Lucca, Italy. The exercise tested the ability of four mixed teams of experts from the Eastern Mediterranean to coordinate on-site operations with the Italian Civil Protection system. The field exercise was the closing event of a comprehensive capacity-building package on the protection of cultural heritage during disasters, developed with the project's partners over almost two years of activities.

PROMEDHEX is funded by the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO). The project consortium includes the Italian Civil Protection Department (DPC) as coordinator, the Cyprus Civil Defence (CCD), the Palestinian Civil Defence (PCD), the National Emergency Management Agency of Israel (NEMA), the Jordan Civil Defence (JCD) and the Fondazione Hallgarten-Franchetti Centro Studi Villa Montescia.

ICCROM Participates in World Heritage Committee Meeting in Bahrain

The 42nd session of the World Heritage Committee meeting, held from 24 to 30 June, in Manama, Bahrain, emphasized capacity building. Numerous committee decisions requested and recommended capacity building for conservation of sites, with the Site Managers Forum acknowledging the vital need for better guidance and assistance.

The 2nd edition of the Site Managers Forum (SMF) began on 21 June, three days before the Committee session's official opening. A total of 44 site managers from 33 States Parties attended the eight-day forum, whose theme was "Roles, Responsibilities and Capacity-Building Needs." After five days of lectures, group work, discussions, and networking, the SMF participants also attended the plenary session of the World Heritage Committee to observe how it makes decisions on the State of Conservation of World Heritage sites.

ICCROM helped organize five side events: World Heritage Leadership (with IUCN and the Government of Norway); Raising Awareness on Nature-Culture Linkages (along with Tsukuba University); Activities of the ICCROM Regional Office in Sharjah; ICCROM's Work on Capacity Building for Cultural Heritage Conservation; and Everything You Ever Wanted to Know about the Advisory Bodies, but Were Afraid to Ask (with IUCN and ICOMOS).

ICCROM co-organized the SMF together with the Kingdom of Bahrain, through the World Heritage Leadership Programme, in cooperation with the UNESCO World Heritage Centre, ICOMOS, IUCN and the National Heritage Board of Poland.

The Bahrain forum was also an occasion to display two exhibitions developed by ICCROM-Sharjah: "The Day After: Shadows of Heritage" and "Contributions of ICCROM and Its Regional Office in Sharjah to the Conservation of World Cultural Heritage."

Kerala Heritage Rescue Initiative Responds to Flooding

When the Indian state of Kerala and neighbouring districts of Karnataka were hit by the most devastating floods in nearly a century, a group of young volunteer conservation architects banded together to begin the arduous process of documenting and rescuing affected buildings, movable objects, crafts, landscapes, libraries and cultural traditions and rituals.

With the help of ICCROM and ICOMOS India, the Kerala Heritage Rescue Initiative has been using crowdmapping to collect data. The information helps visualize the location, extent and degree of damage and prioritizes emergency interventions to damaged heritage through evacuation, salvage and stabilization. ICCROM also delivered emergency training in First Aid to Cultural Heritage via Skype lectures to a team of volunteers, and it subsequently undertook a mission with the Kerala government, in the framework of ICCROM's flagship First Aid to Cultural Heritage in Times of Crisis initiative.

At the invitation of the Government of Kerala, ICCROM conducted workshops (8-11 October) for volunteers and staff at the museums and sites of Ernakulam, one of the affected districts. The activities concluded with a stakeholder panel discussion, which recommended including cultural heritage in the national and local emergency management systems. The government adviser on post-disaster recovery and the humanitarian recovery coordinator representing all NGOs were among those who participated in the panel discussion. Over fifty participants attended the workshops.

ICCROM Contributes to UNESCO Mission after Brazil National Museum Fire

ICCROM participated in the UNESCO-sponsored mission held from 13 to 23 September to assess fire damage at the National Museum of Rio de Janeiro, Brazil. The assessment mission gathered elements to provide recommendations to the Brazilian government to minimize the occurrence and mitigate the impacts of disasters on the country's heritage institutions. This collaboration is ongoing and is characterized by an outpouring of international support and solidarity.

Institutional contacts included the National Museum, the Ministry of Education (MEC), Ministry of Culture (MINC), the Federal University of Rio de Janeiro (UFRJ), the Brazilian Institute of Museums (IBRAM), the National Institute of Historical and Artistic Heritage (IPHAN) and ICOM, together with the UNESCO Brasília Office.

The mission was funded by UNESCO's Heritage Emergency Fund, created in 2015 to strengthen the ability of Member States to prevent, mitigate and recover cultural heritage and cultural diversity resulting from conflict and disaster.

ICCROM-Sharjah and Arab Regional Centre for World Heritage (ARC-WH) Pursue Joint Training

From 28 January to 3 February, ICCROM-Sharjah and ARC-WH implemented a joint training activity in Bahrain. This short course had 16 participants and covered topics such as conservation principles and heritage management, as well as risk management to World Heritage sites.



PHOTO: Fire at National Museum of Brazil. © Raphael Pizzino / CoordCOM UFRJ



PHOTO: Villa Adriana, Tivoli, Italy. © ICCROM

Unite4Heritage Courses Bring Together Emergency and Cultural Heritage Responders

ICCROM was invited to lead half-day sessions in courses organized on 4 June and 17 December by the Italian Comando Carabinieri Tutela Patrimonio Culturale. The courses trained mixed teams of cultural heritage and emergency management professionals for providing first aid to cultural heritage damaged by armed conflicts and disasters. The sessions focused on enhancing in-field coordination between various actors in order to reduce risks to cultural heritage.

European Civil Protection and Humanitarian Aid Operations Supports Culture Cannot Wait Initiative

On 27 November, the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO) approved a project to develop common standard operating procedures for providing first aid to cultural heritage in times of crisis. This initiative will create a European inter-operable asset that can be activated to provide technical assistance during natural hazard events through DG ECHO.

The project is coordinated by the Italian Civil Protection and supported by multiple partners including the Ministry of Interior of France, the Turkish Civil Protection, the Ministry of Culture of Spain and ICCROM.

Advisory Bodies Gather for Networking Activity

ICCROM hosted a World Heritage Leadership Programme activity from 4 to 6 September in Rome, Italy. The event brought together 20 advisory body resource persons from ICOMOS, ICCROM and IUCN. Participants discussed the interconnected biocultural character of natural, cultural and social values at heritage sites. Improving working methods and providing better capacity-building opportunities for evaluating and monitoring missions and reviewing World Heritage sites were additional topics. An in-depth review of impact assessment issue used the town of Tivoli as a case study. The group also addressed how to improve working methods of the Advisory Bodies in response to recent trends and opportunities. In addition to thematic discussions on management systems and plans, the activity included a study visit to Villa Adriana and Villa d'Este in Tivoli.

Partners included the Norwegian Ministry of Climate and Environment, ICCROM, IUCN, ICOMOS, Villa Adriana and Villa d'Este Management Office.

#ItaliAfrica Conference Considers Heritage Training Cooperation

On 25 October, the Italian Ministry of Foreign Affairs and International Cooperation, also known as the Farnesina, held a conference on cooperation between Italy and Africa. Participants discussed shared solutions to the main challenges facing Africa and Italy in the fields of peace, freedom, democracy and security. Representatives of 46 African countries attended the meeting, 34 at ministerial level, while 13 international organizations were represented, including the African Union. In total, 350 delegates attended the conference.

Director-General Webber Nodoro attended the meeting in the framework of ICCROM's proposed new programme to support young heritage professionals on the African continent dedicated to human development, culture, education and mobility. Farnesina ministry officials proposed a meeting with ICCROM in order to contribute to the Africa programme for 2019.

European Forum Proposes Disaster Risk Reduction Recommendations

At the technical meeting on the implementation of the Sendai Framework for disaster risk reduction held in Rome on 21 November, ICCROM was invited to provide an overview of challenges and opportunities in building capacity for disaster risk management for cultural heritage while highlighting its own experience. In preparing for the panel, ICCROM helped draft recommendations for enhancing disaster risk management for cultural heritage. The recommendations were presented to European policy makers and heads of governments attending the forum.

Workshop Supports Strengthening Capacities of Heritage Professionals in Arab Region

Strengthening Capacities of World Heritage Professionals in the Arab Region for Cultural and Mixed Sites, a capacity-building pilot workshop, took place on 9–13 December in Bahrain. ICCROM's World Heritage Leadership programme provided information to the participants on overall heritage management, climate change/disaster risk preparedness and heritage impact assessment.

This activity's objective is to nurture professionals who will be more engaged in the working processes of Advisory Bodies to the World Heritage Convention. Project partners include ICCROM, ICOMOS and the UNESCO Category 2 Centre Arab Regional Centre for World Heritage (ARC-WH).

Conservation and Rehabilitation of Old Muscat Houses Offer Collaboration Opportunity

A collaboration agreement in Oman is paving the way for the conservation and rehabilitation of two historic houses in Old Muscat. ICCROM-Sharjah executed a mission aimed at collecting historical information and documents through meetings with colleagues familiar with the history and significance of the Mr Nader and Ms Mazna Al Said houses. Information gathered during the meetings will shed more light on the original state of the houses.

This project aims to undo inappropriate interventions, rehabilitate the houses as community museums and interpret the traditional life of ruling Omani families in the eighteenth and nineteenth centuries. The mission included a structural examination and preliminary stability assessment of the buildings, a review of historical documents and architectural designs.

ICCROM-Sharjah is implementing the project in collaboration with the National Museum of Oman, which is providing funds.

Green Lab Offers Hands-on Experience with Alternative Methods and Materials

The 2018 edition of Green Lab, held on 6 December, demonstrated less toxic methods and solutions, both innovative and ready to use, for cultural heritage restoration. This conference focused on identifying alternative materials and methods already available for use in restoration that are characterized by low or no toxicity towards the environment and the operator. Fifty participants took advantage of this practical workshop at the ICCROM Laboratory with the opportunity to see, touch and understand the proposed solutions.

The event was organized by Youth in Conservation of Cultural Heritage (YOCUCU) in collaboration with ICCROM, ENEA, ICVBC-CNR and the University of Calabria.



PHOTO: Inpainting. © K_J_Kaiser / Pixabay



PHOTO: Aerial view of Robben Island, South Africa. © Hoberman Collection / Alamy

ICCROM Hosts Annual Donors' Meeting for World Heritage Leadership Programme

On 14–15 March, ICCROM co-hosted the 2018 annual donor's meeting for the World Heritage Leadership Programme at its Rome headquarters, together with the Norwegian Government. The World Heritage Leadership Programme focuses on building capacity for effective management of heritage places by promoting a people-centred approach to the conservation of nature and culture.

A key discussion point involved planning and implementation of an upcoming Heritage Management Resource Platform to compile all results produced from the programme and share them with as many site managers as possible.

The World Heritage Leadership Programme is a capacity-building programme in support of the World Heritage Convention, based on the long-standing partnership of IUCN (International Union for Conservation of Nature and Natural Resources) and ICCROM, also in collaboration with ICOMOS and WHC and other organizations. This programme has been made possible with the generous support of the Norwegian Ministry of Climate and Environment.

Robben Island Meeting Reviews Protected Areas Toolkit

The Enhancing Our Heritage Toolkit for Protected Area Managers is based on the IUCN World Commission on Protected Areas (WCPA) framework. ICCROM and IUCN have been updating the toolkit to support management of both natural and cultural World Heritage Sites. The planning meeting on 16–17 October achieved progress in developing the toolkit further to include socio-economic context and governance aspects.

Testing took place on 20–23 November with the cooperation of the Robben Island Museum office and staff members. The currently adapted version of the toolkit was applied in full to the Robben Island management structure. The process highlighted strengths and weaknesses of the existing tool, leading towards its further adaptation for cultural sites.

ICCROM's collaborating partners for this project are IUCN and the Robben Island Museum.



PHOTO: Building murals in Sé, São Paulo, Brazil. © JTMultimídia / Pexels

Stewardship of Contemporary Art in Latin America and the Caribbean

The Latin American and Caribbean (LAC) region is home to a constellation of prolific artists and creators. Their works are a living, growing source of contemporary culture, incorporating graphic art, performance, audio-video, textiles, public murals, digital experiences and installations of all kinds. More and more organizations are embracing this creative discourse as a means of building and sustaining community identities, even as new artistic expressions are constantly evolving and redefining the contexts, forms and materials of cultural heritage.

In response, ICCROM has been developing a region-wide survey to assess the scope of contemporary art collections in Latin America and the Caribbean. The survey aims to capture the opportunities and challenges these collections pose, as well as the networks, resources and needs of conservators and managers tasked with their care.

The current project builds from a pilot survey begun in 2017 in collaboration with the Ministry of Culture of Argentina (Dirección Nacional de Bienes y Sitios Culturales). The survey, administered to 100 museums and 25 cultural authorities in Argentina, focused on contemporary art conservation in museums. A follow-up meeting on contemporary art conservation took place in October 2018 at the National Museum of Buenos Aires, Argentina. Also in 2018, ICCROM analysed the survey data, spotting trends and gaps. One key result signalled a growth spurt for contemporary institutions. About two-thirds of responding collections in Argentina were under 25 years old, and the number of artworks in those collections is on track to double in 30 years.

A simple but meaningful change for the new LAC regional survey is a push for wider representation. Contemporary art in Latin America and the Caribbean is not displayed, collected and managed solely by museums. Lima, Peru, for example, did not have a dedicated contemporary art museum until 2013. Before then, innovative organizations filled the cultural gap. Across Latin America and the Caribbean, contemporary art can be found in community and cultural centres, galleries, banks, outdoor spaces, online organizations and private entities. All these serve as stewards in various ways. The region has a significant history of alternative curatorial spaces and practices, often developed against political or economic suppression.



PHOTO: Ayrton Senna sculpture by Melinda Garcia, São Paulo, Brazil. © Sérgio Valle Duarte / Wikimedia Commons

The upcoming survey aims to capture a more inclusive profile of contemporary collections: how they are managed, how resources are distributed, what policies they adopt, and how and where these collections are made accessible to the public. A central goal is also to understand how organizations and professionals connect with each other locally and globally. Networks of communication, both formal and informal, are moving beyond workshops and conferences to more immediate global platforms such as shareable cloud-based drives or message threads on WhatsApp. As contemporary collections rapidly grow and materials change, these exchanges become vital lifelines for new research questions.

Professionals in the Latin American and Caribbean region have been at the vanguard of ICCROM's commitment to heritage management practices for new media. In 2007, the Brazilian National Archives (Arquivo Nacional do Brasil) hosted the inaugural SOIMA course for sound and image preservation. The 2017 contemporary art study with Argentina was the first of its kind for ICCROM.

Also upcoming in 2019, ICCROM will collaborate with the Museo Nacional Centro de Arte Reina Sofía in Madrid, a world leader in research on and promotion of contemporary art. The intent is to advance shared education and programming goals, including a special focus on Ibero-American initiatives. These dovetailing collaborations will strengthen a broader regional partnership and identify common successes and struggles that can inform future activities, workshops and programs. For ICCROM, embracing the diverse ecosystem of contemporary media is a necessary step into an exciting frontier.



PHOTO: Dr Layla Salih at Nabi Yunus Tunnels, Mosul, Iraq.
© Patrick Tombola

OUR WORK

Public Information and Advocacy

Overview of Activities

ICCROM facilitates the flow of information and dialogue amongst its partners and out towards the professional heritage sector and the wider community. Advocating for cultural heritage and its role for societal well-being takes place through events, conferences, panel discussions and exhibits, even online through social media. Addressing cultural heritage approaches and challenges in public fora strengthens networks while inspiring new partnerships and innovative solutions. ICCROM is continually working to keep decision-makers and the public engaged and up to date.

Projects in Focus

DG Addresses Davos European Ministries of Culture Conference

ICCROM's Director-General Webber Nodoro attended the Conference of European Ministers of Culture from 20 to 22 January in Davos, Switzerland. The conference took place just before the annual World Economic Forum. The theme of the meeting was "Towards a High-Quality Baukultur for Europe," with Baukultur defined as "embracing every human activity that changes the built environment."

Dr Nodoro made his intervention on behalf of ICCROM as an introduction to the second theme of the conference, "Our Vision of a High-Quality Baukultur for Europe." In his remarks he emphasized the need to develop high-quality architecture and urban spaces, to respect our natural heritage and rural environments and to support the continuation of intangible heritage practices.

Other organizations represented at the conference included UNESCO, the European Commission, the Council of Europe and Europa Nostra.

DG Represents ICCROM at CultureSummit Abu Dhabi

A high-level international summit held in Abu Dhabi from 8 to 12 April brought together leaders from government, arts, media and technology to collaborate and address in concrete ways the role culture can play in addressing the great challenges of our time, from poverty and extremism to climate change and conflict. ICCROM's Director-General Webber Nodoro participated in a CultureSummit Abu Dhabi panel discussion on 9 April titled "The Creativity Premium: Policies That Promote Creativity and Knowledge."

International Conference Confronts Challenges of World Heritage Recovery

ICCROM staff took part in The Challenges of World Heritage Recovery: International Conference on Reconstruction conference, held 6–8 May in the Royal Castle in Warsaw. Conference participants summarized previous discussions and experiences regarding the recovery and reconstruction of UNESCO World Heritage sites, and attempted to develop the most appropriate universal guidelines to address damaged or destroyed properties of exceptional value.

Poland organized the conference as a State Party to the World Heritage Convention, in cooperation with World Heritage Centre.

European Cultural Heritage Summit Highlights Shared Responsibility

The European Cultural Heritage Summit, held on 18–24 June in Berlin, Germany, provided a venue to reflect on the present and future of cultural heritage in Europe. The week-long



PHOTO: Former DG Stefano De Caro, HH Sheikh Dr. Sultan bin Muhammad Al-Qasimi, and DG Webber Nodoro, Sharjah, UAE. © ICCROM

ACTIVITY IN FOCUS

Sharjah Forum Delves into Cultural Heritage Principles *for Arab World*

The Arab Forum on Cultural Heritage, held in Sharjah, UAE, on 6–8 February, examined the philosophical contexts and values informing conservation practices in the wider Arab region. Thematic sessions, discussions and daily workshops provided opportunities to exchange views on these vital issues. Over 50 speakers from a wide range of Member States offered multiple perspectives on conservation and promotion of cultural heritage in the region.

ICCROM's Regional Office in Sharjah organized the forum under the patronage of His Highness Sheikh Dr Sultan bin Muhammad Al-Qasimi, Member of the Supreme Council of the United Arab Emirates and Ruler of Sharjah, in order to develop philosophical principles and approaches aimed at promoting and preserving heritage places and artworks in the Arab world.



PHOTO: Archival photos of archaeological objects, Mosul Museum, Iraq. © Patrick Tombola

summit focusing on “Sharing Heritage, Sharing Values” saw exchanges from a wide range of culture actors and citizens from all walks of life. It concluded with the presentation of the Berlin Call to Action, a recognition of the shared responsibility to utilize the power and potential of shared cultural heritage to advance a more peaceful, prosperous, inclusive and just Europe. The Call to Action is open for signature by all citizens, organizations and institutions who care for Europe’s shared heritage and values.

Oliver Martin, Council Chairperson, represented ICCROM at the summit, which was organized by Europa Nostra, the German Cultural Heritage Committee (DNK) and the Prussian Cultural Heritage Foundation (SPK) with support from the European Commission. It represented a high point of the activities of the European Year for Cultural Heritage 2018, which saw over 18 000 cultural events involving an estimated 9.5 million people in all countries of Europe.

DG Works towards New Partnership at EYCH Forum

The Forum on the International Dimension of the European Year of Cultural Heritage, held on 23 April in Brussels, Belgium, looked at the main themes of the 2018 European Year from different international perspectives. Reinforcing cooperation on cultural heritage is one of the European Union’s strategic approaches to international cultural relations, which focuses on advancing cultural cooperation with partner countries.

On this occasion, ICCROM’s Director-General Webber Nodoro met with Stefano Manservigi, Director-General of the European Commission Directorate-General for International Cooperation and Development (DG DEVCO). They initiated concrete discussions to develop a framework agreement with the European Commission that will allow ICCROM to provide training and capacity building to partner countries, as well as to participate in cultural heritage conservation initiatives in collaboration with DG DEVCO.

ICCROM-Sharjah Director Honoured at Egyptian Awards Ceremony

The Egyptian National Organization for Urban Harmony, operating under Egypt's Ministry of Culture in collaboration with UNESCO, recognized two prominent architectural heritage specialists for their significant contributions to safeguarding cultural heritage: Zaki Aslan, Regional Representative of ICCROM for the Arab States and Director of ICCROM-Sharjah, and Salah Zaki, Dean of Architecture at Al-Azhar University, Egypt.

The ceremony occurred on 7 June during the third annual Turathi (Heritage) photography awards, held at the Opera House of Cairo. The Turathi contest received entries from 333 photographers who submitted 899 photographs of historic monuments in the Arab world.

Leaders Discuss Cultural Heritage Protection at UNESCO

Panel discussions at UNESCO Headquarters in Paris on 15 May emphasized the importance of protecting cultural heritage as a universal value in times of conflict. The panel consisted of the Director of the UNESCO World Heritage Centre & Heritage Division; the Director for Culture and Creativity at the Directorate-General for Education, Youth, Sport and Culture at the European Commission; and ICCROM's Director-General Webber Ndoro.

ICCROM Delegation Contributes to European Heritage Heads Forum Meeting

The 13th Annual Meeting of the European Heritage Heads Forum took place in Luxembourg on 16–18 May. Organized as part of EYCH 2018, its focus was "Old Sites and New Functions: Sharing Our Built Heritage with the Next Generation." At the meeting, Council Chairperson Oliver Martin and Director-General Webber Ndoro illustrated ICCROM's programmes and stressed the importance of collaboration with European countries in the efforts to protect and promote built heritage.

Point of the Matter Dialogue Takes Up Rescue of Cultural Heritage

In collaboration with ICCROM, the International Institute for Conservation of Historic and Artistic Works (IIC) hosted a panel discussion in Turin, Italy, on 12 September as part of the Point of the Matter Dialogue series at the IIC's 27th Biennial Congress. The programme, titled "Culture Cannot Wait: Integrating Heritage First Aid with Humanitarian Assistance in Crises" brought together seven specialists who have worked to conserve heritage through war, earthquakes and disaster.

The speakers considered the priorities of the agencies coordinating the emergency response and the role of salvage of cultural heritage for a society recovering from the trauma of a disaster or war. Conservators, soldiers and firefighters explored why preserving heritage is essential in the psycho-social recovery of societies and discussed how to include rescue of cultural heritage in the emergency management plans of national, local and military agencies.

Meeting Reviews Legal Projections for Cultural Heritage in Arab and African Countries

The International and Regional Meeting on Enhancing Legal and Administrative Frameworks in Arab and African Countries, held in Sharjah, UAE, on 22–24 October, was designed to review the current status of legal and administrative protection of cultural heritage in the region, with a focus

by the Numbers



17.7K

TWITTER FOLLOWERS



70K

FACEBOOK FOLLOWERS



16K

SUBSCRIBERS TO
ICCROM E-NEWS



PHOTO: Women walking, Essaouira, Morocco. © Melvina Mak (@melvina) / Unsplash

on illicit trafficking in conflict situations. The meeting tackled approaches for developing scientific and specialized capacities, stressing the importance of establishing comprehensive national databases for museum collections.

The participation of countries from Africa helped draw similarities between the laws in Arab states and countries in neighbouring regions. Participants from 21 countries discussed the significance of this initiative aimed at preserving cultural heritage and disseminating it to future generations. A survey designed to illustrate the current situation fed into meeting conclusions. Among these were a commitment to devise practical action plans to enhance regional legislative and institutional frameworks for cultural heritage and also to facilitate management of underwater cultural heritage, historic urban landscapes and postwar recovery. Participants further called for modernizing legislation in line with international conventions and strengthening national policies.

ICCROM-Sharjah organized the meeting with support from the Swiss government and the UAE Ministry of Culture and Knowledge Development. Participants also recognized His Highness Sheikh Dr Sultan bin Mohammed Al Qasimi, Member of the Supreme Council and Ruler of Sharjah, for his support of cultural heritage including UAE initiatives to preserve cultural heritage in the Arab world.

International Forum Highlights Urban Heritage in Arab Countries

Director-General Webber Ndoro presided over the opening of the International Forum on Cities and Heritage in Arab Countries, held in Essaouira, Morocco, on 26–28 November. This international conference highlighted the most effective factors contributing to the preservation of urban heritage in Arab cities, to encourage social diversity and to exchange proposals for solutions on common challenges.

Participants presented case studies from the Arab region that preserve the quality of life in historic neighbourhoods and cities, including in the historic town of Essaouira. These highlighted appropriate tools to support cultural heritage and achieve sustainable development in historic urban contexts. The meeting also explored ways Morocco museums can work with the Africa region, particularly on engaging the youth.

ICCROM-Sharjah organized the event with the Moroccan Society for Archaeology and Heritage (SMAP), Ministry of Culture and Communication, Ministry of Awqaf and Islamic Affairs, Academy of the Kingdom of Morocco, National Institute of Archaeology and Heritage, regional and municipal councils of Essaouira, Essaouira Mogador Association and regional and municipal directorates of culture.

Photography Exhibition Travels to Morocco

The photography exhibition “The Day After: Shadows of Heritage” was on display at Sidi Mohammed Bin Abdullah Museum in the Old City of Essaouira, Morocco, 26 November–9 December to coincide with the International Forum on Cities and Heritage in Arab Countries.

The exhibition shows significant historic buildings, structures and cities before and after destruction in several areas in the Arab region. Though their integrity has been affected, the aura of these buildings and sites persists.

This exhibition was first presented at the Egyptian Academy in Rome in December 2017. In June 2018 it was on display in Bahrain during the 42nd Session of the World Heritage Committee.

Sharjah Conference Addresses Role of Digital Documentation in Heritage Management

Under the patronage and in the presence of His Highness Sheikh Dr Sultan bin Mohammed Al Qassimi, Ruler of Sharjah, the Protecting the Past 2018 conference took place at ICCROM-Sharjah from 4–6 December. The conference, whose theme was “From Digital Documentation to Heritage Management in the MENA Region,” invited academics, national heritage stakeholders, professionals, and NGOs to share their research, experience and views on how digital documentation has changed or should change heritage management in the region.

The conference was jointly organized by ICCROM-Sharjah, the Endangered Archaeology of the Middle East and North Africa (EAMENA) project, Art Jameel and the Global Heritage Fund, with additional support from the Abu Dhabi Department of Culture and Tourism, Barakat Trust and Bonzai Agency.

DG Meets Emerging Heritage Professionals in India

On 13 December, Director-General Webber Ndoro visited the School of Planning and Architecture (SPA) in New Delhi, India, to speak about cultural heritage with students, faculty and alumni. The school's director, Dr PSN Rao, and its dean, Dr Sanjukta Bhaduri, introduced the role of the various departments in the field of planning, habitat studies and involvement in education for cultural heritage conservation and management in India.

Dr Ndoro next gave a keynote address at the second edition of the International Conference on Heritage Management Education and Practice, which took place on 14–16 December. His speech, titled “Developing Integrated Approaches,” centred on heritage values and sustainable development. “Emerging professionals have an enormous role to play in helping the cultural heritage sector better integrate with environmental conservation and sustainable livelihoods for local communities,” Dr Ndoro noted in his address.

The Centre for Heritage Management at Ahmedabad University, Gujarat, India, organized the conference.

VigoniForEurope Brings Together German and Italian Institutions to Discuss Culture

In September, the German and Italian Ministries of Foreign Affairs organized VigoniForEurope: Cultural Heritage and International Cultural Relations, a conference to discuss cultural policies and models. This year's meeting focused on three main themes: cultural heritage and cultural policies in a globalized world, cultural heritage narratives and communication, and what could concretely be done particularly in areas of conflict. ICCROM gave a presentation titled “Protection and Recovery of Cultural Heritage: Possible Activities in the Context of the EU's Common Foreign and Security Policy.”

Other participating institutions included the Deutsches Archäologisches Institut, Associazione Nazionale Industrie Cinematografiche Audiovisive e Multimediali (ANICA), University of Franz Liszt, Gesellschaft für Internationale Zusammenarbeit (GIZ) and the Galleria dell'Accademia di Firenze.

Congress Offers Opportunities to Highlight Conservation in Africa and Strengthen Collaboration with Mexico

More than 60 scholars attended the International Congress of Theories and History of Conservation held in Mexico City, Mexico, from 18 to 21 September. The gathering devoted particular attention to the work of Cesare Brandi. ICCROM staff gave a presentation on heritage values, outlining the history of conservation in Africa from precolonial times to the present day. The event also offered an occasion to hold various meetings with the Instituto Nacional de Antropología e Historia (INAH), with a view to strengthening collaboration with Mexico.

ICCROM Highlights World Heritage Leadership Programme at Rome Exhibition

ICCROM's participation at the RO.ME Museum Exhibition, Fiera di Roma, Italy, on 29 November contributed to fostering a collaboration between the World Heritage Leadership Programme and Italian heritage conservation institutions. A scientific panel session focusing on World Heritage Conservation highlighted key aspects of the Programme, including the experiences of Herculaneum, Dolomites and Florence regarding nature-culture linkages, participatory people-centred approaches and impact assessments for sustainable development.

PHOTO: Dr Webber Ndoro at School of Planning and Architecture, New Delhi, India. © SPA Delhi



Media Outreach in Times of Crisis, Mosul, Iraq

Profile of Dr Layla Salih

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An archaeologist from Mosul, Iraq, Dr Layla Salih was caught off guard when the Mosul Museum, where she was a curator, began transferring some of its objects to Baghdad in 2003 in advance of the Gulf War. In 2014 the Islamic State closed the Mosul Museum. It was looted shortly thereafter. Searching for ways to protect the city's antiquities and manage future crises, Salih attended conferences to share her story and seek help from the international community.



PHOTO: Dr Layla Salih at Mosul Museum, Iraq. © Patrick Tombola

In 2016 Salih was invited to attend the First Aid to Cultural Heritage in Times of Crisis (FAC) course in Washington, DC, which ICCROM implemented in collaboration with the Smithsonian Institution and the Prince Claus Fund. FAC's in-depth professional training helps reduce risks to cultural heritage during crisis events by integrating heritage protection into existing national emergency management systems. Participants learn methodologies required for securing and stabilizing cultural heritage in a crisis. They also gain leadership and negotiation skills required in complex emergencies and work with specialists to learn about crisis communications.

Salih quickly put what she learned to use. A few months after she completed the course, the southern part of Mosul was liberated, and she was one of the first to review the damage inflicted on the Mosul Museum building and its exhibits. She worked alongside the military and local militia to assess the damage and develop a plan of action for salvaging the affected heritage. Her work expanded to include the investigation of other sites in northern Iraq, such as Nimrud, that were equally affected by the conflict.

During this period, Salih recognized the crucial role the media played in conveying the threats to Mosul's heritage to the rest of the world. Working closely with the media during and after a time of crisis has proven essential in bringing attention to conflict situations, including damage to and illegal traffic in heritage and related humanitarian abuses. Sharing information and increasing communication with the media have become a part of Salih's advocacy for improving preparedness and response.

Salih has reached out effectively to the Arab and Western press alike. Her interviews have been featured in international media outlets including Agence France-Presse (AFP), Al-Fanar Media, Al-Monitor, the Associated Press (AP) and The Guardian, together with national ones such as National Public Radio (USA), La Repubblica (Italy), Sept.Info (France), Smithsonian Magazine (USA), Der Stern (Germany), The Telegraph (UK), and The Times (UK).

"The media is the link between the people and the disaster," says Salih, noting how the media has helped her raise awareness about cultural heritage during periods of crisis. "So maybe those people are the link between us and the stakeholders, local authorities and the international community."

Salih continues to mentor her colleagues and other cultural heritage professionals in Mosul and throughout Iraq. "I believe that archaeology can bring peace and reconciliation between peoples," she says.

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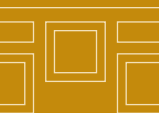
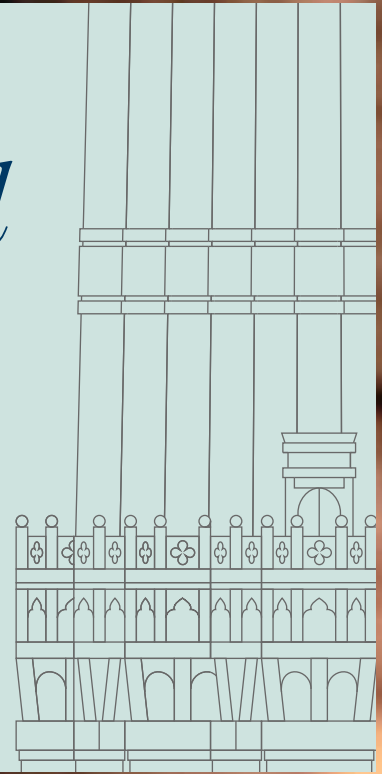


PHOTO: Dr Layla Salih at Mosul Museum, Iraq. © Patrick Tombola

SECTION 2

GOVERNANCE *and* PARTNERSHIPS

Selected Memorandums of Understanding / Modernizing
Accounting Systems / Income and Expenditure in 2018 /
Partnerships / 2018 Course List





Governance and Partnerships

Overview of Activities

Over 2018, ICCROM continued to improve organizational efficiency, effectiveness and transparency. In addition, ICCROM signed significant agreements with Member States, cultural heritage institutions and donor organizations to support ongoing activities as well as individual conservation initiatives. Selected examples of these productive partnerships based on voluntary and in-kind contributions appear below, as per Memoranda of Understanding (MoU) signed in 2018.

ICCROM's full 2018 list of Memorandum of Understanding (MoU) partners appears on p. 58-59.

British Council, for Community Museums of Western Sudan

ICCROM, through its Regional Office in Sharjah, UAE, received a generous project grant from the British Council to conserve three community museums in Omdurman, El Obeid and Nyala, Western Sudan. The award supports restoring the museums and providing for the educational and cultural needs of their communities, visitors and tourists.

The project, "Community Museums of Western Sudan," is funded by the British Council's Cultural Protection Fund, in partnership with the Department for Digital, Culture, Media and Sport, United Kingdom. The £30m Cultural Protection Fund is set up to protect cultural heritage at risk due to conflict in the Middle East and North Africa. (See Activity in Focus: Training)

Indira Gandhi National Centre for the Arts (IGNCA), for RE-ORG

IGNCA is partnering with ICCROM to contribute to the dissemination of the RE-ORG method in India and worldwide. IGNCA has organized a RE-ORG workshop in India every year since 2011, helping to share the methodology nationally and regionally and to encourage development of new didactic resources.

European Union, for Heritage Science

The European Research Infrastructure for Heritage Science (E-RIHS) is establishing a general framework of cooperation to be planned and implemented jointly with ICCROM and E-RIHS signatory agencies. E-RIHS's mission is to deliver integrated access to expertise, data and technologies provided by

world-leading European facilities through the establishment of a coordinating organization with a strong cohesive role within the global heritage science community.

Agency for Cultural Affairs, for a Secondment

Japan's Agency for Cultural Affairs is again funding the secondment of a Japanese senior specialist for cultural properties to serve as Programme Manager in the Sites Unit. Since 2000, Japan has generously provided two-year assignments for heritage professionals to support Sites Unit activities. These Japanese secondments also help fulfil ICCROM's role as advisory body to the UNESCO World Heritage convention and promote international cooperation in the protection of the cultural heritage.

National Cultural Heritage Administration (NCHA), for a Secondment

China's NCHA has generously supported the one-year secondment of a project associate in the Collections Unit. The seconded staff member followed up on the activities under the agreement between the National Cultural Heritage Administration (NCHA) and ICCROM, including World Heritage documentation and monitoring, risk management of collections and the RE-ORG initiative.

Canadian Conservation Institute (CCI), for BCIN

The CCI has pledged funds to support the redevelopment of the Bibliographic Database of the Conservation Information Network (BCIN) and the transfer of its hosting arrangement from Canada to Italy and onto a new platform making use of

open-source VuFind technology. BCIN is one of the world's largest online bibliographic resources for studying the conservation and restoration of cultural heritage, offering access to over 200 000 references. Active partners, in addition to the CCI and ICCROM, include the Getty Conservation Institute, ICOMOS and the Smithsonian Institution.

Getty Foundation, for MOSAIKON

The Getty Foundation generously provided a project grant to implement a mosaics conservation training course at the archaeological site of Tipasa, Algeria, and to provide equipment to the newly established mosaics conservation workshops at Tipasa and at Byblos, Lebanon. This project was co-organized and co-funded by the Algerian Ministry of Culture and the Lebanon Department of Antiquities.

Norwegian Ministry of Climate and the Environment and Swiss Federal Office of Culture, for World Heritage Leadership

The Norwegian Ministry of Climate and the Environment and the Swiss Federal Office of Culture have generously joined to support the World Heritage Leadership programme, implemented through the long standing partnership of IUCN and ICCROM for capacity building to support the World Heritage Convention.

Some Key Ongoing Partnerships

Beyond World Heritage Leadership, the Federal Office of Culture, Switzerland has supported activities at ICCROM-Sharjah that focus on fighting illicit traffic in cultural objects, and work at ICCROM Headquarters focused on reinforcing resource mobilization capacity.

ICCROM also depends on the generous support of the Government of the United Arab Emirates, the Government of Sharjah and the Supreme Council of the United Arab Emirates for the maintenance of ICCROM-Sharjah. Particular thanks are due to His Highness Sheikh Dr Sultan bin Muhammad Al-Qasimi, Supreme Council member and ruler of Sharjah, for his committed sponsorship of ICCROM and its Regional Office in Sharjah and for his support of projects to preserve the cultural heritage of the Arab world.

ICCROM's Headquarters Agreement, signed by UNESCO and the Government of Italy some 60 years ago, regulates ICCROM's presence on Italian territory, guarantees the provision and maintenance of office space through the Ministry for Cultural Heritage and Activities (MiBAC), and sets forth ICCROM's privileges and immunities in Italy. In addition, ICCROM's activities greatly benefit from long-lasting collaborations with a wide range of Italian governmental and scientific institutions, along with support from the Ministry of Foreign Affairs and International Cooperation and the General Directorate for Cooperation and Development.

Modernizing Accounting Systems – IPSAS and SAP

The ICCROM General Assembly decided to adopt the International Public Sector Accounting Standards (IPSAS) in 2015 to improve the quality, comparability and credibility of ICCROM's financial reporting.

IPSAS are independently developed financial reporting standards, considered best practice for public sector entities. With the adoption of IPSAS, ICCROM is moving to full accrual accounting. Like all the organizations that have implemented IPSAS, ICCROM will realize multiple benefits in areas of operations and financial management during and after IPSAS implementation.

During the course of the audit mission carried out by the accounting firm Price Waterhouse Cooper starting in May 2018, initial steps were taken to prepare for the migration to IPSAS. It is anticipated that ICCROM will be fully IPSAS compliant by the end of the biennium 2018-19, at which point it will be able to present IPSAS-compliant financial statements to its governing bodies.

Over 2018, ICCROM has moved through successive phases to migrate its accounting system out of the legacy SunSystems towards a new SAP Enterprise Resource Planning (ERP) platform. The initial platform migration took place in November 2017. In 2018, ICCROM worked with the vendor to customize the tool to ICCROM's needs, defined workflows, and trained selected staff. This step marks ICCROM's first step in Enterprise Resource Planning. Among other things, SAP provides the information technology system to support IPSAS-compliant accounting and reporting.

SAP UNiverse Path is a robust financial administration and oversight information system developed to support accounting, financial, grants and procurement management. Its implementation strengthens ICCROM's financial management capacity and project monitoring. Linked to ICCROM's efforts to modernize and transform the organization, SAP is an integral part of the internal improvement process for reinforcing results-based management systems and accountability for the overall performance of the organization. This tool permits ICCROM to boost its credibility, attracting new donor groups who commonly request the financial transparency and respect for UN standard practices that the system provides.

Statement of Assets, Liabilities and Reserves Balance as of 31 December 2018 (in EUR)

Assets	
Current assets	
Cash and cash equivalents	1 804 164
Investments	5 412 045
EPA Fund	2 545 246
Receivables — non-exchange transactions	1 904 020
Advances issued, net	257 138
Inventories	84 294
Other current assets	0
Total Current Assets	12 006 907
Non-current assets	
Property plant and equipment	58 533
Intangible assets	288 000
Total Non-Current Assets	346 533
Total Assets	12 353 439
Liabilities	
Current Liabilities	
Accounts payable and accrued liabilities	398 453
Advances payable	-
Endowment Fund (EPA)	2 545 246
Deferred revenues	1 638 184
Employee benefits	4 222 836
Total Current Liabilities	8 804 719
Net assets/equity	-
Equity	3 548 720
Total net assets/equity	3 548 720
Total Liabilities and Net Assets/Equity	12 353 439

Financial Statement of Income and Expenditure as of 31 December 2018 (in EUR)

Income	
Member State contributions, net	3 989 165
Other contributions, net	2 953 653
Investment income	9 531
Other income	337 467
Total Income	7 289 817
Expenses	
Personnel costs	4 511 739
Travel and Training	783 245
Administrative services	353 291
Maintenance and repairs	267 254
Consulting and other services	1 037 141
Equipment	62 489
Depreciation and amortization	40 383
Finance costs	143 836
Total Expenses	7 199 378
Surplus for the Year	90 439

Direct Cash Contributions from ICCROM Member States (in EUR)

(Assessed Contributions payable by Member States towards the Programme and Budget for the year 2018 and Voluntary Contributions Received from Member States for 2018 Projects and Activities)

		2018		
Member State	Entry Date	Assessed Contribution	Voluntary Contribution	Total
Afghanistan	2010	369	-	369
Albania	1962	369	-	369
Algeria	1973	6 060	-	6 060
Andorra	1998	369	-	369
Angola	1992	369	-	369
Argentina	1988	33 586	-	33 586
Armenia	2004	369	-	369
Australia	1975	88 011	-	88 011
Austria	1957	27 120	-	27 120
Azerbaijan	2002	2 254	-	2 254
Bahrain	2005	1 663	-	1 663
Bangladesh	2007	369	-	369
Barbados	1985	369	-	369
Belgium	1959	33 327	-	33 327
Benin	1986	369	-	369
Bolivia (Plurinational State of)	2004	443	-	443
Bosnia and Herzegovina	2000	480	-	480
Botswana	2002	517	-	517
Brazil	1964	143 988	-	143 988
Brunei Darussalam	2005	1 108	-	1 108
Bulgaria	1960	1 700	-	1 700
Burkina Faso	1988	369	-	369
Cambodia	1961	369	-	369
Cameroon	1995	369	-	369
Canada	1978	109 995	20 500	130 495
Chad	2000	369	-	369
Chile	1981	15 038	-	15 038
China	2000	298 321	40 512	338 833
Colombia	1971	12 119	-	12 119
Congo (Republic of the)	1999	SUSPENDED	-	0
Côte d'Ivoire	1985	369	-	369
Croatia	1993	3 732	-	3 732
Cuba	1971	2 439	-	2 439
Cyprus	1963	1 626	-	1 626
Czech Republic	1996	12 969	-	12 969
Denmark	1973	21 984	-	21 984
Dominican Republic	1958	1 737	-	1 737
Ecuador	1980	2 512	-	2 512
Egypt	1959	5 727	-	5 727
Estonia	2001	1 441	-	1 441
Eswatini	2007	369	-	369
Ethiopia	1975	369	-	369
Finland	1981	17 181	-	17 181
France	1964	183 005	20 000	203 005
Gabon	1961	628	-	628
Gambia	1999	369	-	369
Georgia	2001	369	-	369
Germany	1964	240 608	-	240 608
Ghana	1959	591	-	591
Greece	1987	17 735	-	17 735
Guatemala	1975	1 072	-	1 072

Direct Cash Contributions From ICCROM Member States (in EUR)

		2018		
Member State		AC	VC	Total
Guyana	1999	369	-	369
Haiti	1992	369	-	369
Honduras	1964	369	-	369
Hungary	1993	6 057	-	6 057
India	1961	27 748	-	27 748
Iran (Islamic Republic of)	1972	17 735	-	17 735
Iraq	2011	4 840	-	4 840
Ireland	1986	12 599	-	12 599
Israel	1958	16 183	-	16 183
Italy***	1960	141 167	131 058	272 225
Japan	1967	364 570	67 109	431 679
Jordan	1958	739	-	739
Kenya	1998	665	-	665
Korea (Republic of)	1968	76 779	176 000	252 779
Kuwait	1962	10 715	-	10 715
Lao People's Democratic Republic	2006	369	-	369
Latvia	2012	1 884	-	1 884
Lebanon	1958	1 737	-	1 737
Lesotho	2007	369	-	369
Libya	1959	4 692	-	4 692
Lithuania	1991	2 697	-	2 697
Luxembourg	1978	2 402	-	2 402
Madagascar	1963	369	-	369
Malawi	2013	369	-	369
Malaysia	1966	12 119	-	12 119
Maldives	2012	369	-	369
Mali	1989	369	-	369
Malta	1965	591	-	591
Mauritania (The Islamic Republic of)	2009	369	-	369
Mauritius	1998	443	-	443
Mexico	1961	54 055	-	54 055
Monaco	2007	369	10 000	10 369
Mongolia	2003	369	-	369
Montenegro	2007	369	-	369
Morocco	1958	2 032	-	2 032
Mozambique	2003	369	-	369
Myanmar	1987	369	-	369
Namibia	1998	369	-	369
Nepal	1969	369	-	369
Netherlands	1959	55 829	-	55 829
New Zealand	1987	10 087	-	10 087
Nicaragua	1971	SUSPENDED	-	0
Nigeria	1961	7 870	-	7 870
North Macedonia (Republic of)	1993	369	-	369
Norway	1980	31 960	236 749	268 709
Oman	2003	4 249	5 452	9 701
Pakistan	1963	3 510	-	3 510
Paraguay	1973	517	-	517
Peru	1962	5 136	-	5 136
Philippines	1983	6 207	-	6 207
Poland	1958	31 665	-	31 665
Portugal	1967	14 779	-	14 779
Qatar	2012	10 124	-	10 124
Romania	1960	6 946	-	6 946
Russian Federation	2014	116 314	-	116 314

		2018		
Member State		AC	VC	Total
Rwanda	2004	369	-	369
Saudi Arabia (Kingdom of)	2000	43 156	-	43 156
Senegal	2006	369	-	369
Serbia	2006	1 219	-	1 219
Seychelles	2006	369	-	369
Slovakia	2000	6 023	-	6 023
Slovenia	1996	3 178	-	3 178
South Africa	2004	13 708	-	13 708
Spain	1958	92 001	-	92 001
Sri Lanka	1958	1 182	-	1 182
Sudan	1960	369	-	369
Sweden	1969	35 988	-	35 988
Switzerland	1959	42 934	91 960	134 894
Syrian Arab Republic	1959	887	-	887
Thailand	1967	10 974	-	10 974
Togo	2005	369	-	369
Trinidad and Tobago	2007	1 293	-	1 293
Tunisia	1969	1 072	-	1 072
Turkey	1969	38 352	-	38 352
Ukraine	2016	3 880	-	3 880
United Arab Emirates	2010	22 760	1 031 762	1 054 522
United Kingdom of Great Britain and Northern Ireland	1968	168 078	156 123	324 201
United Republic of Tanzania	2004	369	-	369
United States of America	1971	812 864	18 896	831 760
Uruguay	2002	2 993	-	2 993
Venezuela	1989	21 504	-	21 504
Viet Nam	1972	2 180	-	2 180
Yemen	2008	369	-	369
Zambia	2003	369	-	369
Zimbabwe	1993	369	-	369
TOTAL		3 700 821	2 006 121	5 706 942

*** 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. Unutilized 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 2018 (in EUR)

Other Donors	Contribution
Olympique Foundation for Culture and Heritage	5 210
National Commission of Montenegro for UNESCO	6 606
Prince Claus Fund for Culture and Development	15 250
Art Jameel LLC	12 719
J. Paul Getty Trust	82 800
UNESCO	59 495
UNESCO - World Heritage Centre	144 924
Mc Cord Donation	1 574
TOTAL	328 578

Total Budget Envelope (In EUR)

as at 31 December 2018

Regular Budget Funds

Total Available Resources (TAR)

Appropriation Line	RB Operating/ Programme Costs	RB Staff Costs	RB Total
General Operating Expenses	525 633	1 257 204	1 782 837
Prg 1. Protecting Cultural Heritage in Times of Conflict and Disaster	88 339	144 956	233 295
Prg 2. Strengthening Partnerships for Cultural Heritage in Africa	12 500	90 834	103 334
Prg 3. Integrating Cultural Heritage in Social, Economic, Urban, and Environmental Planning	11 664	283 725	295 389
Prg 4. Leading and Innovating Capacity Building for Conservation	189 981	233 143	423 124
Prg 5. Strengthening Awareness and Knowledge of Cultural Heritage and its Conservation	55 000	413 755	468 755
Supplementary Projects	0	0	0
Corporate Communication and Knowledge Tools and Services	148 940	441 544	590 484
International Fellowships and ICCROM Internships	31 343	84 855	116 198
TOTAL	1 063 401	2 950 016	4 013 417

Voluntary Contribution

Total Available Resources (TAR)

Appropriation Line	VC Operating/ Programme Costs	VC Staff Costs	VC Total
General Operating Expenses	643 237	283 924	927 161
Prg 1. Protecting Cultural Heritage in Times of Conflict and Disaster	239 296	207 757	447 054
Prg 2. Strengthening Partnerships for Cultural Heritage in Africa	311 257	22 306	333 563
Prg 3. Integrating Cultural Heritage in Social, Economic, Urban, and Environmental Planning	627 266	459 298	1 086 564
Prg 4. Leading and Innovating Capacity Building for Conservation	400 852	149 089	549 941
Prg. 5 Strengthening Awareness and Knowledge of Cultural Heritage	231 909	194 523	426 432
Supplementary Projects	497 448	0	497 448
Corporate Communication and Knowledge Tools and Services	47 985	31 434	79 419
International Fellowships and ICCROM Internships	102 334	0	102 334
TOTAL	3 101 585	1 348 332	4 449 917

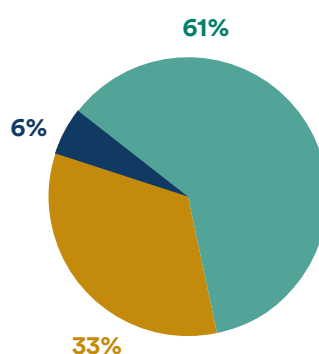
Cash Contributions to ICCROM in 2018 (in EUR)

SUBTOTAL OF VOLUNTARY CONTRIBUTIONS (ALL DONORS)

2 334 699

TOTAL CONTRIBUTIONS

6 035 520



Assessed Contributions from Member States

3 700 821

Voluntary Contributions from Member States

2 006 121

Contributions from other donors

328 578

Regular Budget Funds

Expenditure

Expend. RB Operating/ Programme Costs	Expend. RB Staff Costs	Expend. RB Total	Balance RB
678 839	1 615 092	2 293 931	-511 095
42 536	160 803	203 339	29 957
24 172	24 407	48 579	54 755
1 850	292 337	294 187	1 202
89 491	272 094	361 585	61 540
22 543	429 760	452 303	16 452
0	0	0	0
147 230	445 787	593 017	-2 533
31 343	89 036	120 379	-4 181
1 038 004	3 329 316	4 367 321	-353 904

Voluntary Contribution

Expenditure

Total All Funds

Expend. VC Operating/ Programme Costs	Expend. VC Staff Costs	Expend. VC Total	Balance VC	Total Expend. RB + VC Operating/ Programme	Total Expend. RB + VC Staff Costs	Total Expenditure	Total Free Balance
513 158	194 926	708 085	219 077	1 191 997	1 810 019	3 002 016	-292 018
219 704	206 785	426 490	20 564	262 240	367 588	629 828	50 521
30 353	22 306	52 659	280 904	54 526	46 713	101 238	335 659
259 309	383 359	642 668	443 896	261 159	675 696	936 855	445 099
131 651	149 089	280 740	269 201	221 141	421 183	642 325	330 741
58 584	194 523	253 107	173 325	81 127	624 283	705 410	189 777
337 753	0	337 753	159 695	337 753	0	337 753	159 695
35 752	31 434	67 186	12 233	182 983	477 221	660 203	9 700
44 554	0	44 554	57 779	75 898	89 036	164 934	53 598
1 630 819	1 182 423	2 813 242	1 636 675	2 668 824	4 511 739	7 180 562	1 282 771



PHOTO: Street in Sighișoara, Romania. © freestocks / Unsplash

GOVERNANCE AND PARTNERSHIPS

Partnerships

Today, ICCROM works with 235 funding, operational and advocacy partners to meet the cultural heritage conservation objectives of its Member States. Relations with all these partners remain a top priority. By combining and leveraging complementary resources, strategic and operational collaboration ensures better outcomes for cultural heritage institutions and professionals.

For many years, ICCROM's international and regional programmes have counted on the generous support of heritage institutions from all regions of the world. ICCROM continues to pursue new partnerships to implement initiatives within its Member States. The organization's knowledge, network and expertise offer a multiplier effect for activities designed to bring about sustainable change.

ICCROM thanks all its partners of 2018. The results achieved would not have been possible without your trust and support.

A full list of 2018 partners is on the ICCROM website.

Partnerships through Memorandum of Understanding

- Agency for Cultural Affairs *Japan*
- 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 University of Rome *United States of America*
- ANSA - National Associated Press Agency *Italy*
- ARC-WH - Arab Regional Centre for World Heritage *Bahrain*
- Ars Civilis Foundation *Spain*
- Associazione Civita *Italy*
- Athabasca University *Canada*
- AWHF - African World Heritage Fund *South Africa*
- Bavarian Government, represented by the University of Regensburg *Germany*
- Bocconi University *Italy*
- British Council - Cultural Protection Fund *United Kingdom of Great Britain and Northern Ireland*
- CACH - Chinese Academy for Cultural Heritage *China*
- Carabinieri Command for the Protection of Cultural Property *Italy*
- CCI - Canadian Conservation Institute *Canada*
- Central Bank of Ecuador *Ecuador*
- CHA - Cultural Heritage Administration *Republic of Korea*
- CHIN - Canadian Heritage Information Network *Canada*
- CNR - National Research Council *Italy*
- CNR-ISAC - National Research Council, Institute of Atmospheric Sciences and Climate *Italy*
- Corpo Nazionale dei Vigili del Fuoco *Italy*
- Cracow University of Economics *Poland*
- CRATERre - International Centre for Earth Construction *France*
- CSIC - Spanish National Research Council *Spain*
- Domodry Srl *Italy*
- E.C.C.O. - European Confederation of Conservator-Restorers' Organization A.I.S.B.L.
- EAMENA - Endangered Archaeology in the Middle East and North Africa *United Kingdom of Great Britain and Northern Ireland*
- E-RIHS - European Research Infrastructure for Heritage Science
- Ethnographic Museum *Croatia*
- European Union
- FECYT - Spanish Foundation for Science and Technology *Spain*
- Federal State Budget Cultural Institution "Kizhi State Open Air Museum of History, Architecture and Ethnography" *Russian Federation*
- Federal University of Minas Gerais *Brazil*
- Federculture *Italy*
- FICLU - Italian Federation of UNESCO Clubs and Centres *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
 Government of Italy *Italy*
 Government of Sharjah *United Arab Emirates*
 Government of the United Arab Emirates *United Arab Emirates*
 Hallgarten-Franchetti Foundation, Centro Studi Villa Montesca *Italy*
 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 Scientific Committee on Risk Preparedness *Turkey*
 IGNCA - Indira Gandhi National Centre for the Arts *India*
 IIC - International Institute for Conservation of Historic and Artistic Works
 Inter-American Development Bank *United States of America*
 INTERPOL
 IRCICA - Research Centre for Islamic History, Art and Culture *Turkey*
 ISCR - Superior Institute for Conservation and Restoration *Italy*
 ISESCO - Islamic Educational Scientific and Cultural Organization
 Italian Chemical Society *Italy*
 Italian Geographic Society *Italy*
 IUCN - International Union for Conservation of Nature
 KIK-IRPA - Royal Institute for Cultural Heritage *Belgium*
 KLD - Ministry of Climate and Environment *Norway*
 Lazio Region *Italy*
 MIBACT - Ministry of Cultural Heritage and Tourism *Italy*
 MIBACT - Ministry of Cultural Heritage and Tourism, General Directorate of Archives *Italy*
 MNAC - Museu Nacional d'Art de Catalunya *Spain*
 National Commission for Museums and Monuments *Nigeria*
 National Commission for UNESCO of Montenegro *Montenegro*
 National Museum in Krakow *Poland*
 National Museum of Oman *Oman*
 National Museum of Slovenia *Slovenia*
 NCHA - National Cultural Heritage Administration *China*
 NICH - National Institute for Cultural Heritage *Japan*
 NILU - Norwegian Institute for Air Research *Norway*
 OECD - Organization for Economic Co-operation and Development
 OFC - Federal Office of Culture *Switzerland*
 OWHC - Organization of World Heritage Cities
 Polytechnic University of Madrid *Spain*
 Polytechnic University of Turin *Italy*
 Prince Claus Fund for Culture and Development *Netherlands*
 Principality of Monaco *Monaco*
 PUL - Pontifical Lateran University *Italy*
 R-DMUCH Institute of Disaster Risk Mitigation for Urban Conservation Cultural Heritage - Ritsumeikan University *Japan*
 Regional Centre for the Planning and Restoration of Cultural Heritage, Sicily *Italy*
 Reinwardt Academy - Amsterdam University of the Arts (AHK) *Netherlands*
 RICHT - Research Institute of Cultural Heritage and Tourism *Iran (Islamic Republic of)*
 Roma Tre University *Italy*
 Romualdo Del Bianco Foundation *Italy*
 Russian State Scientific and Research Institute of Cultural and Natural Heritage named after D.S. Likhachev *Russian Federation*
 SAPES - Soprintendenza Speciale per i Beni Archeologici di Pompei, Ercolano e Stabia *Italy*
 Sapienza University of Rome *Italy*
 Sapienza University of Rome - Research Centre for Sciences Applied to Protection of Environment and Cultural Heritage *Italy*
 SEAMEO-SPAFA Southeast Asian Ministers of Education Organization Regional Centres for Archaeology and Fine Arts
 SIH - Sharjah Institute for Heritage *United Arab Emirates*
 SMAP - Moroccan Society of Archaeology and Heritage *Morocco*
 Smithsonian Institution *United States of America*
 SUPSI - University of Applied Sciences and Arts of Southern Switzerland *Switzerland*
 TOBUNKEN - Independent Administrative Institution, National Institutes for Cultural Heritage, Tokyo National Research Institute for Cultural Properties (TNRICP) *Japan*
 Tokyo National Research Laboratory for Conservation of Cultural Property *Japan*
 TUM - Technical University of Munich *Germany*
 UCL - University College London *United Kingdom of Great Britain and Northern Ireland*
 UIA - International Union of Architects
 UNESCO - United Nations Educational, Scientific and Cultural Organization
 UNESCO WHC - World Heritage Centre
 UNIDROIT - International Institute for the Unification of Private Law
 University of Abomey-Calavi, Ecole du Patrimoine Africain *Benin*
 University of Catania *Italy*
 University of Évora *Portugal*
 University of Ljubljana *Slovenia*
 University of Nova Gorica *Slovenia*
 University of Padova *Italy*
 University of Tsukuba *Japan*
 University of Tuscia *Italy*
 University of Urbino "Carlo Bo" *Italy*
 UoS - University of Sharjah *United Arab Emirates*
 URBiS Library Network *Italy*
 US Department of State *United States of America*
 Videona SocialMedia SL *Spain*
 WHITR-AP World Heritage Institute of Training and Research for the Asia and the Pacific Region *China*
 YOCOCU - Youth in Conservation of Cultural Heritage *Italy*

Course List

Course Title	Location	Date	Partners and Sponsors
First Aid to Cultural Heritage (FAC)	Dublin, Ireland	14 – 16 February	Irish National Committee of the Blue Shield (INCBS); Heritage Council of Ireland; Dublin Port Authority; National Museum of Ireland
20th International Course on Stone Conservation – SC17	Mexico City and Chicanná, Mexico	19 March – 18 May	Instituto Nacional de Antropología e Historia (INAH); Coordinación Nacional de Conservación del Patrimonio Cultural (CNCPC); Universidad Nacional Autónoma de México (UNAM)
18th International Course on Wood Conservation Technology (ICWCT 2018)	Oslo, Norway	9 April – 11 May online, 4 – 29 June on site	Riksantikvaren – Norwegian Directorate for Cultural Heritage; Norwegian University of Science and Technology (NTNU)
Workshop on Risk Management and First Aid Course	El Obeid and Khartoum, Sudan	13 – 15 April	Prince Claus Fund
Paper Conservation in Latin America: Meeting East	Mexico City, Mexico	28 May – 13 June	Instituto Nacional de Antropología e Historia (INAH); Coordinación Nacional de Conservación del Patrimonio Cultural (CNCPC); National Research Institute for Cultural Properties of Japan
RE-ORG Nigeria Evaluation Seminar	Jos, Nigeria	4 – 10 June	Nigerian National Commission for Museums and Monuments; Ahmadu Bello University and participating museums; US Ambassadors Fund for Cultural Preservation
Chantier École MOSAIKON	Tipasa, Algeria	19 June – 18 July	Directorate-General of Antiquities, Algeria; Getty Foundation
First Aid to Cultural Heritage (FAC)	Brabant, Netherlands	6 – 24 August	Netherlands Commission for UNESCO; Prince Claus Fund; Smithsonian Institution
African Regional Course on People-Nature-Culture (PNC)	Mosi Oa Tunya/ Victoria Falls, Zambia	14 – 24 August	African World Heritage Fund; National Heritage Conservation Commission of Zambia; Norwegian Ministry of Climate and Environment; ICOMOS; IUCN; UNESCO World Heritage Centre
FAC Leadership Workshop	Brabant, Netherlands	25 – 31 August	Netherlands Commission for UNESCO; Prince Claus Fund; Smithsonian Institution
RE-ORG Chile	Santiago, Chile	27 August – 7 September	National Service for Cultural Heritage, Chile; National Centre of Conservation and Restoration (CNCR); National Sub-Directorate of Museums (SNM)
Japanese Paper Course (JPC)	Tokyo, Japan	27 August – 14 September	Tokyo National Research Institute for Cultural Properties
Disaster Risk Management of Cultural Heritage	Kyoto and Kobe, Japan	29 August – 20 September	Ritsumeikan University; Japanese National Institutes for Cultural Heritage; ICOMOS; UNESCO
Advisory Bodies Networking Activity	Rome and Tivoli, Italy	4 – 6 September	Norwegian Ministry of Climate and Environment; IUCN; ICOMOS; Villa Adriana and Villa d'Este Management Office
Investigation, Preservation and Management of Archaeological Sites and Remains	Nara, Japan	4 September – 4 October	Agency for Cultural Affairs, Japan; ACCU Nara; National Research Institute for Cultural Properties in Tokyo and Nara; Japan Consortium for International Cooperation in Cultural Heritage; Japanese National Commission for UNESCO, Nara Prefectural Government; Nara City Government

Course Title	Location	Date	Partners and Sponsors
Practical Training Workshops at the Khalifa House Museum	Omdurman and Khartoum, Sudan	17 September – 17 October	British Council; Department for Digital, Culture, Media and Sport; Centre for Heritage Studies, McDonald Institute for Archaeological Research, University of Cambridge; Mallinson Architects; National Corporation for Antiquities and Museums in Sudan (NCAM)
Capacity Building Workshop on Nature-Culture Linkages (CBWN-CL) in Heritage Conservation in Asia and the Pacific: Disasters and Resilience	Tsukuba, Japan	21 September – 1 October	UNESCO Chair on Nature-Culture Linkages in Heritage Conservation, University of Tsukuba; ICOMOS; IUCN; UNESCO World Heritage Centre
World Heritage Procedures for Nordic-Baltic Experts	Bergen, Norway	24 – 28 September	ICOMOS; IUCN; UNESCO World Heritage Centre; Norwegian Ministry of Climate and Environment and other partners
Kerala Heritage Rescue Initiative	Ernakulam, India	8 – 11 October	Government of Kerala; ICOMOS India
Course on Management and Monitoring of World Heritage Sites	Macao, China	8 – 19 October	National Cultural Heritage Administration (NCHA); Secretary for Social Affairs and Culture of the Government of Macao SAR; ICOMOS China; Institute for Tourism Studies of Macao
RE-ORG Lisboa International Workshop	Lisbon, Portugal	15 – 26 October	Empresa de Gestão de Equipamentos e Animação Cultural, E.M. (EGEAC); Museum of Lisbon; Santa Casa da Misericórdia de Lisboa
Course on Impact Assessments for Heritage	Shanghai and Jiangsu Zhenze, China	15 – 26 October	World Heritage Institute of Training and Research for the Asia and the Pacific Region under the auspices of UNESCO, Shanghai Centre (WHITR-AP Shanghai); ICOMOS; IUCN; UNESCO World Heritage Centre; Norwegian Ministry of Climate and Environment and other partners
RE-ORG Albania	Tirana, Albania	5 – 13 November	National History Museum of Albania; Ministry of Culture of Albania; International Council of Museums Southeast Europe Alliance (ICOM SEE)
First Aid to Cultural Heritage (FAC)	Bamako, Mali	12 – 30 November	Ministry of Culture, Mali; National Museum of Mali; National Library; Malian Red Cross; National Army of Mali; Civil Protection, International School for Maintaining Peace; International Committee of the Red Cross; UN Peacekeeping Mission in Mali (MINUSMA)
Workshops on Enhancing the Social and Cultural Role of Community Museums in Western Sudan	Omdurman, El Obeid and Nyala, Sudan	17 – 26 November	British Council; Department for Digital, Culture, Media and Sport; National Corporation for Antiquities and Museums in Sudan (NCAM); Centre for Heritage Studies, McDonald Institute for Archaeological Research, University of Cambridge; Mallinson Architects
CollAsia International Course on Conserving Photographic and Archival Collections	Ho Chi Minh City, Viet Nam	22 November – 13 December	Ho Chi Minh City University of Vietnam; Southern Institute of Social Sciences; Ho Chi Minh City Institute for Development Studies; Ho Chi Minh City University of Culture; Korean Cultural Heritage Administration (CHA)
RE-ORG Kuwait	Kuwait City, Kuwait	25 November – 7 December	Kuwait National Museum
Course on Heritage Impact Assessments	Kotor, Montenegro	3 – 6 December	National Commission of Montenegro for UNESCO; UNESCO World Heritage International Assistance Fund; UNESCO Regional Bureau for Science and Culture in Europe



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We aim to build
a stable, inclusive
and better
world through
preserving and
celebrating
heritage *to*
support progress
and wellbeing.



INTERNATIONAL CENTRE
FOR THE STUDY OF THE
PRESERVATION AND
RESTORATION OF
CULTURAL PROPERTY

Via di San Michele 13
I-00153 Rome, Italy
Telephone: +39 06 585531
Fax: +39 06 58553349
iccrom@iccrom.org
www.iccrom.org

Instagram: [iccrom_official](#)
Twitter: [@ICCROM](#)
LinkedIn: [www.linkedin.com/company/iccrom/](#)
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