



Cultural heritage is fundamental to humanity's well-being. Its protection ensures that as the world progresses towards a sustainable future, we remain on solid foundations that provide us with the identity, knowledge and imagination to innovate.

Through our capacity building, research and knowledge-sharing around cultural heritage conservation, we at ICCROM help those on the front lines in our Member States harness the power of culture to help make a better world. We shift mindsets and create heritage leaders for the future.

In this new era, culture has a role to play, and we call on our sector to rise to the challenge.

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MESSAGES FROM THE CHAIR OF COUNCIL AND THE DIRECTOR-GENERAL

When the ICCROM Member States met in Rome in November 2019 for the General Assembly, no one had any idea that a few months later the world would be transformed. The memory of the lighthearted, exuberant mood as guests from all over the world gathered at the ICCROM open house on the eve of the Assembly seems almost unfathomable today. Since then, COVID-19 has brought much suffering, illness and death, as well as loss of work and income, insecurity, loneliness and a drastic reduction in social exchange.

The global crisis calls for coordinated responses, solidarity and genuine cooperation. The world has not yet succeeded in this entirely. Yet we have all learned a lot during this time, including some things we would perhaps do differently and better today. Nevertheless, the changes that took place in just one year, the accomplishments made and measures taken in many regions of the world to contain the crisis, are impressive. With the necessary political will, extraordinary and also short-term change is possible; common goals can be targeted and achieved worldwide. Now we know that what might be considered unthinkable today is feasible tomorrow. This must make us optimistic, despite all the challenges.

ICCROM has made great efforts this year to implement its goals and programmes in a difficult situation. In doing so, the organization has proven agile and efficient in serving its Member States. A majority of the activities were delivered digitally. Director-General Webber Ndoro and the Secretariat deserve thanks and appreciation for their prudent yet determined work during this challenging year. The preservation of our cultural heritage, which situates and strengthens us, especially in difficult times, contributes immensely to social cohesion and resilience. The quality of the built environment around us and its social and cultural benefits are central to our quality of life and well-being. This is precisely what ICCROM is unswervingly committed to.

To remind us of these values of culture and heritage even in times of crisis, ICCROM, at the initiative of the Council, issued “COVID-19: Call of ICCROM for Protecting Heritage” in April 2020. Its postulates are still worth emphasizing, especially with regard to the post-crisis phase. Cultural heritage preservation must be strengthened, through multilateral cooperation, to better reach and serve all parts of the world. For this, declamatory commitments are not enough; the necessary resources must also be made available. All of us – Member States, decision-makers, experts – bear great responsibility for our common commitment.

Oliver Martin
Chair, ICCROM Council

This year, like no other, has caused us all to stop and face some difficult questions. As we watched the COVID-19 virus spread rapidly and country after country enter lockdown, people across the globe shifted immediately to new ways of working, living and interacting. As communities called on society to evaluate how centuries of painful histories have programmed people to think, speak and view the world, we reflected on our sector's role as agents of change and promoters of tolerance and understanding.

History books will remember 2020 as the year in which change took on monumental proportions. As with all monuments, the value and meaning of this change requires critical analysis. It necessitates a study of the context in which the change is taking place, and an understanding of how society can and will use the new normal to advance itself. Culture has demonstrated its importance to the world in every possible way. It has healed and entertained, it has offered solutions, but it has also been used to turn people against each other. We, as a sector, have our work cut out for us. As the old adage goes, "culture is dynamic".

At ICCROM, we have contemplated our role in this turbulent year. We are determined to continue serving our Member States and the heritage communities within them, finding new solutions to deliver programmes and knowledge resources without compromising quality. While strengthening the organization through a restructure, optimizing and planning for the future,

the staff rose to the challenge. They met the needs of heritage professionals and students by providing training, information and advice through initiatives both adapted from previous formats and entirely new.

This year, we had the great pleasure of working with **267** partners, and we look forward to continuing our ambitious projects together well into the future. Our partners, together with our 137 Member States, are the life force of the organization, and we are grateful for the many ways in which we collaborate. This year we also celebrated the 60th anniversary of Italy's adhesion to ICCROM. We will continue to work closely with our host country on initiatives of common interest and are thankful for Italy's support.

We will remain committed to serving those who entrust us to build capacities and promote cultural heritage conservation. We will examine contemporary issues with fresh insights, encouraging new leadership and new ideas for building sustainable societies where culture plays an integrated role.

Our work is made possible thanks to a committed network of partner organizations and professionals as well as the valuable support of our Member States. Together we will prevail.

Webber Nodoro
Director-General



ICCROM's elected Council for the 2020–2021 biennium

Yong Jae Chung
Hilde De Clercq
Sarkis El Khoury
Aglal M. Elzubair El Malik
Maria Florencia Gear
Michaela Hanssen
Monther Jamhawi
Patricia Kell
Aline Magnien
Ana Laborde Marqueze
Oliver Martin
Thembelani Nhlabatsi
Kazuhiko Nishi
Rooksana Omar

Isabel Raposo De Magalhães
Zoe Reid
Birgitta Ringbeck
John Robbins
Nina Shangina
Mohammad Hassan Talebian
Julia Antonia Vicioso Varelas
Ola Wetterberg
Gihane Zaki
Kamil Zeidler
Ye Zhu

Bureau of the Council

Oliver Martin, Chairperson
Michaela Hanssen, Vice Chairperson, Planning
John Robbins, Vice Chairperson, Administration

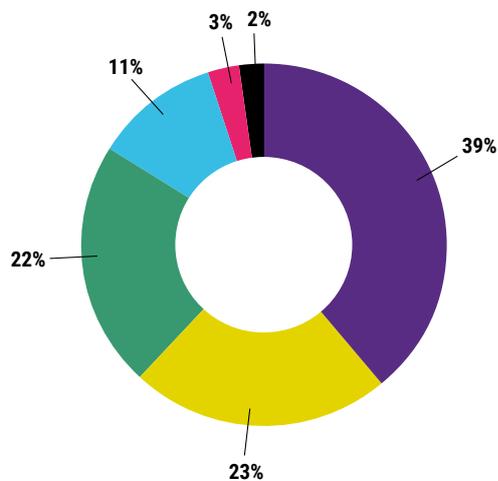
THE VALUE OF YOUR SUPPORT

The challenges of 2020 have reinforced the importance of partnerships and joint efforts. This year, more than ever, being connected has been the key to exploring innovative, flexible and mutually beneficial ways to combine expertise and resources.

The power of ICCROM lies in the networks we build.

By providing financial and technical support to programmes, sharing expertise and taking part in our activities, our network of partners has been critical to the fulfilment of our mission.

TYPE OF PARTNERS



Governmental / public institutions

Higher education and research centres

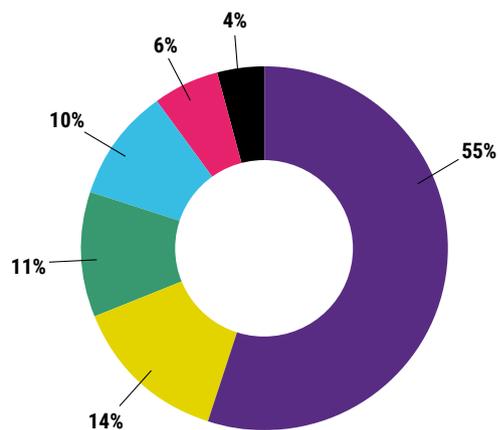
NGOs, foundations, non-profit and philanthropic organizations

International organizations, IGOs and UN agencies

Consortia and networks

Corporate sector

OUR PARTNERS' REGIONAL AFFILIATION



Europe & North America

Asia and the Pacific

International

Arab States

Latin America and the Caribbean

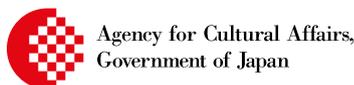
Africa

In 2020, ICCROM collaborated with **267** partners for the protection and preservation of our global cultural heritage.

We thank all of our partners. Our work would not be possible without your trust and generous contributions.

Together, we have achieved common goals and a greater collective impact.

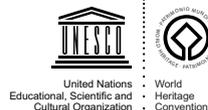
Some of our resource partners for this year can be seen below, but we have many more to thank. [You can consult a complete list of our partners on our website.](#)



Cultural Heritage Administration



حكومة الشارقة
Government of Sharjah



2020 AT A GLANCE

Our work is structured around three guiding concepts which comprise our Strategic Directions into 2023.



Our Commitment to Transforming our World

In our work, we adhere to the United Nations 2030 Agenda for Sustainable Development. Cultural heritage, and its protection and promotion, is integral to sustainable development and stable societies.



ICCROM by the numbers

Headquarters staff

37

Sharjah Office staff

10

Partners in 2020

267

Funds received in 2020

7 270 220 €

New online resources

53

Translations

8 Arabic, Chinese, English, Farsi, French, Italian, Spanish, Turkish

Countries benefiting from capacity building activities

101

Total advisory services

180

Countries reached by all activities

108

Member States benefiting from advisory services

48+6 International Organizations

Webinars

28

Capacity building activities

31

People trained

923

COVID RESPONSE: RISING TO THE CHALLENGE IN THE “NEW NORMAL”

With the spread of the COVID-19 pandemic, we quickly shifted to working from home. Rethinking activities, we sought to continue bringing the world our quality capacity building programmes and knowledge, while emphasizing heritage protection in these unprecedented times. We have adapted, and we are optimizing our operations to serve Member States in the best ways possible. That said, there was an impact, as the figures below demonstrate. Throughout the rest of the report, we will show you what we accomplished despite the challenges.

Activities impacted



TYPE OF IMPACT



Postponed
53%

Suspended
8%

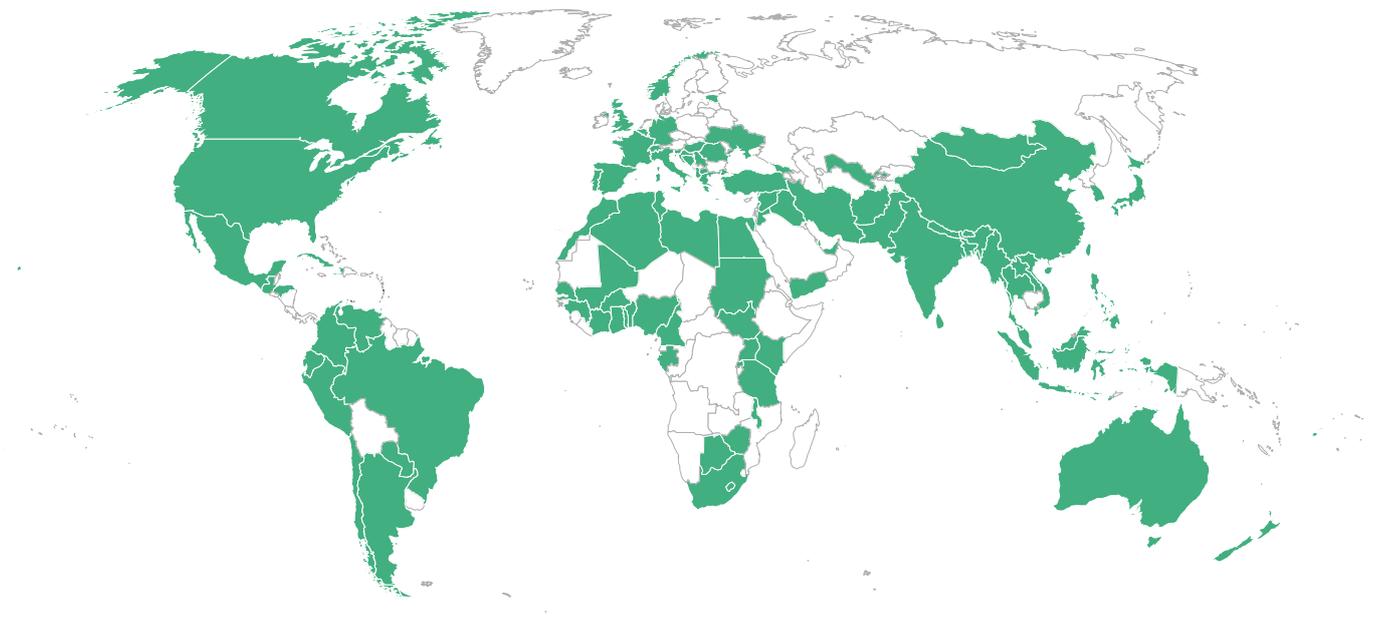
Cancelled
15%

Moved online
23%

BUILDING CAPACITIES WORLDWIDE

We are known for the training that we carry out around the world with key partner institutions in our Member States. Our courses combine theoretical and practical sessions and are designed to promote best practices in conservation, providing heritage professionals with up-to-date information and new insights for their work. We provide a one-of-a-kind experience for participants from across the globe, and they gain a network of peers who offer a diversity of viewpoints and support. With the pandemic, some of our regularly held courses were postponed to 2021; others were adapted for online or were field projects tied to courses held last year.

WHO BENEFITED FROM OUR ACTIVITIES?



ICCROM training partnerships

They are among our best known courses, carried out in close partnership with Member State institutions. The topics covered may be of thematic, national or regional interest. Through our training partnerships, we promote best practices in conservation and strengthen networking, building bridges among professionals from across disciplines and nations.

Workshop on Good Practices for Disaster Risk Management of Cultural Heritage for former ITC

Participants | Member State partner: Japan. Partners: Institute of Disaster Mitigation for Urban Cultural Heritage, Ritsumeikan University (R-DMUCH)

Seminar on Criteria and Methodologies for Stone Conservation | Member State partners: Mexico, Spain. Partners: National Coordination of Cultural Heritage Conservation, National Institute of Anthropology and History (CNCPC-INAH – Mexico); Cultural Heritage Institute of Spain (IPCE)

Investigation, Preservation and Management of Archaeological Sites | Member State partner: Japan. Partners: Asia-Pacific Cultural Centre for UNESCO

(ACCU); Agency for Cultural Affairs, Government of Japan (BUNKA-CHO); Japan Consortium for International Cooperation in Cultural Heritage (JCIC-Heritage); Japanese National Commission for UNESCO; Nara City Government; Nara Prefectural Government and Tokyo and Nara National Research Institute for Cultural Properties

Regional Capacity Development Project – FAR CollAsia

(Long-term capacity building, December 2020 – August 2021) | Member State partners: Philippines, Republic of Korea. Partners: Cultural Heritage Administration (Republic of Korea); Escuela Taller de Filipinas Foundation, Inc. (Philippines); International Council of Museums (ICOM)

Paper Conservation in Latin America: Meeting East

| Member State partners: Mexico, Japan. Partners: National Coordination of Cultural Heritage Conservation, National Institute of Anthropology and History (CNCPC-INAH), Mexico; Tokyo National Research Institute for Cultural Properties (TOBUNKEN-Japan)

Other training that took place

Earthquake Response and Recovery Workshop | Member State partner: Croatia | Delivered through our First Aid and Resilience for Cultural Heritage in Times of Crisis (FAR) flagship programme (see page 16)

Climate Action and Disaster Risk Management at Coastal Heritage Sites | Member State partner: Kenya | Delivered through the Youth.Heritage.Africa prospective activity (see page 28)

Master's Degree in Conservation Management of Cultural Heritage (2020 Academic year) | Member State partner: United Arab Emirates | Delivered through our Architectural and Archaeological Tangible Heritage in the Arab Region (ATHAR) flagship programme (see page 20)

Regional Bilingual Course on Virtual Exhibition | Member State partner: Benin | Delivered through Youth.Heritage.Africa

World Heritage Anglophone Nominations Dossier Training Project | Member State partner: Benin | Delivered through Youth.Heritage.Africa

World Heritage Francophone Nominations Dossier Training Project | Member State partner: Benin | Delivered through Youth.Heritage.Africa

Culture Cannot Wait: Heritage for Peace and Resilience 2019 – 2020. International Capacity Development Field Project – First Aid (2019 course continuation): 16 field projects with mentoring support and online training over a period of nine months | Member State partners: Italy, Netherlands, Sweden, United States | Delivered through our FAR programme

Workshop for Damaged or Destroyed Lebanese Galleries, Libraries and Museums | Member State partner: Lebanon. Delivered through our FAR programme (online training)

Emergency Stabilization of Structures Workshop | Member State partner: Lebanon. Delivered through our FAR programme (online training)

Western Sudan Community Project (Long-term capacity building, September 2018 – February 2021) | Member State partners: Sudan, United Arab Emirates | Delivered through our ATHAR programme

Plain of Jars Laos Project | Member State partner: Lao People's Democratic Republic | Delivered through our World Heritage Advisory Services

OUR PROGRAMMES

THE ICCROM
APPROACH IS
PEOPLE-CENTRED,
DEDICATED TOWARDS
MAINTAINING
GENDER EQUALITY
AND REGIONAL
BALANCE.

We improve the conservation and use of heritage for communities around the world by enhancing the capacities of their practitioners and engaging in participatory decision-making.

Our **flagship programmes** combine a variety of strategies to better respond to identified world concerns. **Prospective activities** explore new issues and guide the development of future programmes.

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Council- CPF and NCAM



FIRST AID AND RESILIENCE FOR CULTURAL HERITAGE IN TIMES OF CRISIS

CULTURE CANNOT WAIT

Connecting people and heritage for peacebuilding and disaster resilience

Built upon ten years of successful capacity development, our First Aid and Resilience for Cultural Heritage in Times of Crisis (FAR) programme focuses on training and building knowledge and networks to increase awareness and inform policy. The overall aim is to reduce disaster risk for tangible and intangible heritage for associated communities. By integrating heritage into wider programmes for disaster risk reduction, humanitarian aid, peacebuilding and climate action, we can build more resilient communities.

Today, the FAR cultural first aiders network spans 87 countries. In 2020, we served 26 Member States by offering advisory services for protecting cultural heritage before, during and after a disaster or conflict.

Webinars on heritage, pandemics and first aid in times of crisis

10 (1 in Spanish)

Digital tools

14 11 videos, 2 websites and 1 application

New partnerships

6

People trained through courses and field projects

524

Translations to date

6

Field projects

16 in 14 countries, leading to 70 inter-sectorial collaborations

Countries where activities took place

28

Emergency advisory interventions

3 in Croatia, India and Lebanon

Funds received in 2020

295 224 €

Our COVID response

Adapting cultural heritage institutions and places to COVID meant addressing gaps in information and knowledge. With the help of our alumni network and mentors, we populated ICCROM's [Heritage in Times of COVID](#) web platform with tools and tips for managing risks to cultural institutions, adapting to the pandemic and saving livelihoods in times of crisis. We also organized the *Global Voices: Heritage and Pandemics* series which included the following webinars:

- [Analysing an unfolding crisis](#)
- [Reopening and adapting heritage places during a pandemic](#)
- [Saving lives and intangible cultural heritage in crisis](#)
- [Psycho-social support during a crisis](#)
- [Accessing heritage during a pandemic](#)
- [Traditional knowledge for building resilience](#)
- [Retos y oportunidades para el patrimonio cultural en tiempos de Covid](#)
- [My museum is on fire!](#)

Integrated and multi-hazard disaster risk management

This year, multi-hazard disaster risk management for heritage collections took centre stage in Southeast Asia thanks to a course organized jointly by FAR and

ICCROM's CollAsia initiative. Combining simulation-based instruction with online training and distance mentoring, this pioneering course mobilized 20 professionals from 14 risk-prone countries. Southeast Asia has seen an increase in hydrometeorological hazard events and other effects of climate change. For this reason, we identified a need to help those working with heritage collections in museums, libraries and archives develop functional multi-hazard disaster risk management plans for their institutions.

At the same time, cultural heritage and its bearers and caretakers in the Middle East, North Africa, Afghanistan and Pakistan (MENAP) region have been increasingly confronted by intersecting conflicts, disasters and epidemics. The [Alliance for Cultural Heritage First Aid, Peace and Resilience](#) is a unique collaborative capacity development initiative that seeks to use heritage recovery and risk reduction to enhance peacebuilding and disaster resilience. Through 23 months of training, we will empower selected people from the region to work together with local communities and other stakeholders to protect endangered heritage of all kinds.

FAC 2019, Norcia, Italy.
© ICCROM



**CULTURE
CANNOT WAIT!**

First Aid to Cultural Heritage in Times of Crisis

Capacity building takes a variety of forms

While training features prominently in FAR, we also are creating other kinds of knowledge resources and developing methodologies for our Member States, some of which target specific Sustainable Development Goals (SDGs).

inSIGHT. This participatory game enables local governments, organizations and individuals to promote SDG 11 (Sustainable cities and communities) and SDG 13 (Climate action) and help mitigate risks to heritage by recognizing the traditional knowledge and practices of a community as a sustainable contribution.

ProCultHer. Protecting Cultural Heritage from the Consequences of Disasters (ProCultHer) works to develop a common method and standard operating procedures for rescuing cultural heritage during emergencies induced by large-scale disasters. The two-year project is co-funded by the European Commission Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO), within the framework of the Union Civil Protection Mechanism (UCPM).

FAR informing policy

FAR's capacity-development activities include post-training field projects, carried out by participants, that influence both policy and practice. One such example is that of Estonia, where FAR training led to the integration of the risk management of cultural heritage into the broader national Disaster Risk Management system.

To read more on such inspiring stories, download [A Story of Change](#).

FAR'S COMMUNITY OF PARTNERS

In its first year of inception, FAR has been active in 28 Member States and has trained over 524 individuals drawn from different cultural and professional backgrounds. We thank all our partners, listed below, for expanding our outreach; in particular, we express our gratitude to the ALIPH Foundation, the Prince Claus Fund for Culture and Development of the Netherlands, the Principality of Monaco, the Smithsonian Cultural Rescue Initiative (SCRI) of the United States, and the Swedish Postcode Foundation.

Archaeological Survey of India (ASI); Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation (BIMSTEC); Blue Shield, Germany; Carabinieri Command for the Protection of Cultural Heritage (CC-TPC), Italy; Caribbean Regional Branch of the International Council on Archives (CARBICA); Center for Security Studies (CSS), Switzerland; Civil Protection Department (DPC), Presidency of the Council of Ministers, Italy; Confederation of Risk Reduction Professionals (CRRP), India; Directorate General of Antiquities of Lebanon (DGA); Directorate for Civil Protection and Crisis Management (DGSCGC), Ministry of the Interior, France; Directorate General for European Civil Protection and Humanitarian Aid Operations (DG ECHO), European Commission; Disaster and Emergency Management Authority (AFAD), Ministry of the Interior, Turkey; Egyptian Heritage Rescue Foundation (EHRF); Estonian National Heritage Board; Fondazione Hallgarten-Franchetti Centro Studi Villa Montecasa, Italy; General Directorate of Cultural Heritage, Ministry of Culture and Tourism of the Regional Government of Castilla y León (JCyL), Spain; Georgia Red Cross Society; Georgian National Committee for the Blue Shield; Gilgamesh Center for Antiquities and Heritage Protection, Iraq; Group of Friends of the National Coach Museum (GAMNAC), Portugal; Honduran Institute of Anthropology and History (IHAH); International Centre for Earth Construction (CRAterre), National School of Architecture of Grenoble, France; International Council of Museums (ICOM); ICOM Italy; ICOM Portugal; International Council on Monuments and Sites (ICOMOS); ICOMOS India; ICOMOS International Committee on Risk Preparedness (ICOMOS-ICORP), Turkey; ICOMOS Portugal; Indian National Trust for Art and Cultural Heritage (INTACH); International Search and Rescue Advisory Group (INSARAG); Italian Red Cross; Ministry for Culture and Heritage, New Zealand; Ministry of the Interior, United Arab Emirates; Ministry of Home Affairs (MHA), India; National Disaster Response Force, Ministry of Home Affairs (NDRF), India; National Fire Corps (CNVVF), Italy; National Parks of New York Harbor, United States; National Service for Cultural Heritage (SNPC), Chile; Risk & Resilience Institute LLP (RRI), India; Save the Children India; School of Civil and Building Engineering, University of Loughborough, United Kingdom; Sharjah Police, United Arab Emirates; South Sudan National Archives (SSNA); Superintendency of Archaeology, Fine Arts and Landscape of Marche (SABAP), Italy; Swedish National Heritage Board; Tokyo National Research Institute for Cultural Properties (TOBUNKEN), Japan; Umbria Special Reconstruction Office (USR), Italy; United Nations Development Programme (UNDP); United Nations Educational, Scientific and Cultural Organization (UNESCO); UNICEF Syria Country Office; United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA).

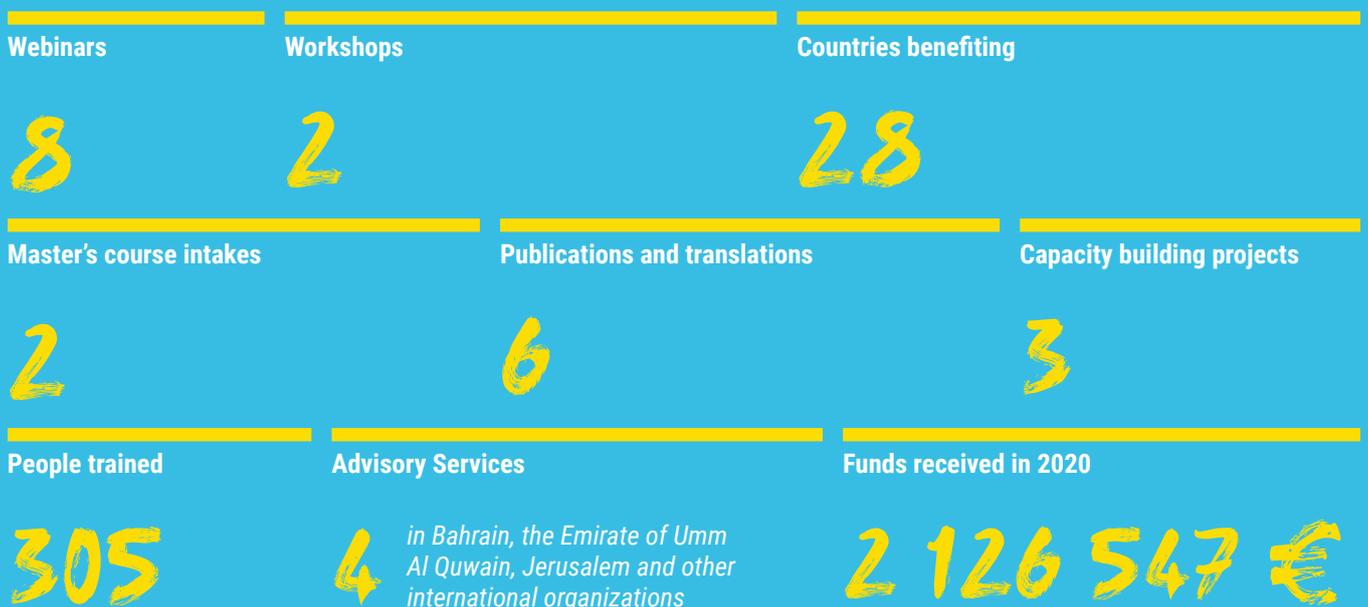
Rohingya children playing at a
refugee camp in Hyderabad, India.
© Save the Children India



ARCHITECTURAL AND ARCHAEOLOGICAL TANGIBLE HERITAGE IN THE ARAB REGION (ATHAR)

KNOWLEDGE...THE FUTURE OF OUR HERITAGE

Since its inception in 2004 – and with the opening of our Regional Office in Sharjah, United Arab Emirates, in 2012 – the Architectural and Archaeological Tangible Heritage in the Arab Region (ATHAR) programme has proven vital to fulfilling ICCROM’s mandate. By being closer to stakeholders and leveraging regional collaboration among professional networks and communities, the ICCROM-Sharjah Office, with the gracious support of the Government of Sharjah and the Government of the United Arab Emirates, has taken the lead in implementing this programme and has become an important force for cultural heritage education and advocacy. ATHAR valorizes and contributes to the protection of the region’s rich cultural heritage by promoting its value and encouraging greater access. It empowers heritage institutions to manage their sites and museum collections, and it supports regional policy development by bringing together specialists to address cultural heritage themes especially relevant to the Sustainable Development Goals. In 2020, even in the face of the global pandemic, we continued to provide educational and capacity building activities, consultation on field projects and information through online platforms.





The Rehabilitation of Souk al-Saqatiya
in Aleppo, Syria. © Aga Khan Trust for Culture

Responding to diverse cultural heritage needs throughout the region

United Arab Emirates: In September, in collaboration with the University of Sharjah, we started the second intake for the **Conservation Management of Cultural Heritage master's degree**, the first of its kind held completely in Arabic. This multidisciplinary programme takes a holistic approach, examining the technical, cultural, historical and management aspects of conservation and providing students with both a strong theoretical background and practical training.

Sudan: The British Council granted a new rollover phase of the **Western Sudan Community Museums Project**. The project extension promotes people-centred approaches to the conservation and recovery of heritage in a post-conflict situation. This phase ensures completion of work begun in 2019 to protect and refit museum buildings, record their contents and improve their displays, making them more attractive and engaging. (See more about this effort below.)

Oman: We carried out and continued to support the National Museum's work for the **Rehabilitation of Royal Houses in the Old Muscat**, implementing conservation and structural consolidation work of three historic houses and adapting them for new museum functions and visitor services. ICCROM-Sharjah has continued to advise the Oman National Museum in the rehabilitation of ancient buildings and the design of exhibition scenarios to ensure that city museums become an integral part in the development of historic urban environments.



Spreading knowledge and connecting the world

The MEDINA Initiative: Historic cities are essential to the continuity of community values, livelihoods and urban harmony. The MEDINA Initiative addresses their protection with the goal of supporting the enhancement of urban heritage management within sustainable development. A series of webinars assessed and prioritized the needs on the ground:

- [Urban transformation of historic cities and post-conflict recovery plans](#)
- [Institutional capacity in managing urban heritage](#)
- [Traditional knowledge and economics of historical cities](#)
- [Managing urban heritage in its natural environment and climate change](#)
- [General framework of MEDINA Initiative: integration of initiatives](#)

MEDINA highlights the need to make heritage more accessible and meaningful to its associated communities, and to work closely with youth.

By broadening access to resources, we catalyse change

We continue to share knowledge and broaden access to cultural heritage through publications and translations into Arabic.

- [Proceedings of the First Arab Forum for Cultural Heritage](#) is a collection of articles covering the various themes presented during this 2018 forum.
- [Readings in the Conservation of Mosaics](#), part of the MOSAIKON project, offers essential texts spanning the last 30 years of knowledge development on the conservation of mosaics, now translated into Arabic.
- [Warsaw Recommendations on Recovery and Reconstruction of Cultural Heritage](#) translates a comprehensive set of principles concerning urban reconstruction and rebuilding of historic buildings or complexes destroyed as a result of disasters or armed conflicts.
- [The ICCROM-Sharjah Award for Good Practices in Cultural Heritage Conservation in the Arab Region](#), from 2018, highlights positive examples of how the conservation and management of cultural heritage made social and economic impacts on local communities.

Connecting to community life and well-being in Sudan

Sudan is a vast, culturally diverse environment that has long suffered from conflict and international sanctions. The Western Sudan Community Museums Project was created to address the role of museums and heritage collections in helping rebuild peace and social cohesion. ICCROM-Sharjah developed the project together with the General Corporation for Antiquities and Museums in Sudan (NCAM), with gracious financial support from the

British Council. It also benefited from the collaboration of Mallinson Architects, a British firm with longstanding experience with projects in Sudan.

Three museums were selected from territories linked geographically to nomadic, trade and pilgrimage routes. They are tied to each other historically through their representation of migrations and revolutions, which are still present in the collective memory of people and which contributed to the formation of modern Sudan as an independent state. The project culminated in the revitalization of the museums and cooperation between local and international experts to restore the historic museum buildings, conserve their collections through new exhibitions, improve education and document the living heritage of the area in 52 short films. These museums have become cultural and community hubs – with facilities such as libraries, children's centres and cafeterias – and popular celebration spaces. The first phase of the project drew to a close under the shadow of COVID-19, and it was a major challenge to continue. Yet we succeeded by opening a Sudanese project office and media in-country office which will ensure opportunities for the project's long-term sustainability.

We are particularly proud of this integrated project for its people-centred, sustainable and holistic recovery methods. Putting theoretical training into practice, it embodies ICCROM's signature reliability and sensitive approach. With the valuable help of our donors and cooperation of Member States, the Western Sudan Community Museums Project will make a lasting difference to the communities these museums serve.

ATHAR'S COMMUNITY OF PARTNERS

ICCROM-ATHAR's mission is generously supported by His Highness Sheikh Dr Sultan bin Mohammed Al Qasimi, Member of the Supreme Council and Ruler of Sharjah, whose patronage, together with the gracious support from the United Arab Emirates, the office has enjoyed since 2008. We also wish to thank the Government of the United Arab Emirates for its support of *the project for the recovery of the historic city of Mosul*, which through UNESCO was donated to ICCROM via the Sharjah Office (see page 29).

Additional partners include: Ahfad University for Women, Sudan; Arab League Educational, Cultural and Scientific Organization (ALECSO); Arab National Commissions for UNESCO; Art Jameel, United Arab Emirates; British Council; Cambridge Heritage Research Centre (CHRC), University of Cambridge, United Kingdom; Chloe Maria Kreidi Association, Lebanon; Getty Conservation Institute and Getty Foundation, United States; Government of Sharjah, United Arab Emirates; Government of the United Arab Emirates; Heritage Centre, Nyala University, Sudan; Institute of African and Asian Studies (IAAS), University of Khartoum, Sudan; International Council on Monuments and Sites (ICOMOS); Ministry of Culture and National Heritage of the Republic of Poland, Permanent Delegation of the Republic of Poland to UNESCO; Ministry of Culture and Youth (MCY), United Arab Emirates; National Heritage Board of Poland (NID); National Corporation of Antiquities and Museums (NCAM), Sudan; Oman National Museum; Sharjah Archaeology Authority (SAA), United Arab Emirates; Sharjah Institute for Heritage (SIH), United Arab Emirates; Sharjah Museums Authority (SMA), United Arab Emirates; Sudanese National Commission for Education, Science and Culture (NATCOM), Sudan; United Nations Educational, Scientific and Cultural Organization (UNESCO); UNESCO Doha; UNESCO Iraq; University of Sharjah (UOS), United Arab Emirates.

WORLD HERITAGE LEADERSHIP

PUTTING PEOPLE AND THEIR HERITAGE PLACES AT THE HEART OF CONSERVATION

At ICCROM, we work to create a common and coherent base for capacity building, and better management and adaptation to change when it comes to World Heritage. We transform paradigms by broadening the view to consider the totality of heritage places, integrating both nature and culture into practice while promoting a people-centred approach. Working through World Heritage sites and the communities and specialists that support them, World Heritage Leadership can provide new and better tools for achieving and inspiring innovation and excellence in practice. This year, facing challenges of the COVID-19 pandemic, the World Heritage Leadership Programme focused on knowledge production and digital communication. A mid-term evaluation of the programme concluded that it is addressing relevant issues on the ground effectively, and that it has demonstrated concrete changes and positive impacts.

Better roadmaps, better outcomes

Managing heritage is a complex and dynamic job that requires flexible thinking. While we do not believe in prescriptive answers and single solutions to heritage problems, we do draw from a common philosophy and set of ethics shaped by decades of global experience. In 2020, we have been hard at work producing resource materials that will soon be freely available.

- An integrated **Management Manual for World Heritage** is based on the development of a new knowledge framework for managing World Heritage.

Webinars

6

Workshops and meetings

88

Networking activities

30

Programme evaluations

1

Publications in progress

4

Curated case studies on the online thematic community

20

Realigned case studies on the same community

250

Funds received in 2020

307 491 €

- **Enhancing Our Heritage**, a toolkit to assess cultural heritage management effectiveness, is being adapted from an assessment toolkit designed by UNESCO and IUCN for natural properties.
- A **Disaster Risk Management Manual** will align with the climate change policy document currently being drafted by UNESCO.
- Working with the International Association for Impact Assessment (IAIA), we are preparing **Impact Assessment Guidance for World Heritage** on the basis of the 2011 *ICOMOS Guidance on Impact Assessment for Cultural World Heritage Properties* and the 2013 *IUCN World Heritage Advice Note on Environmental Assessment*.

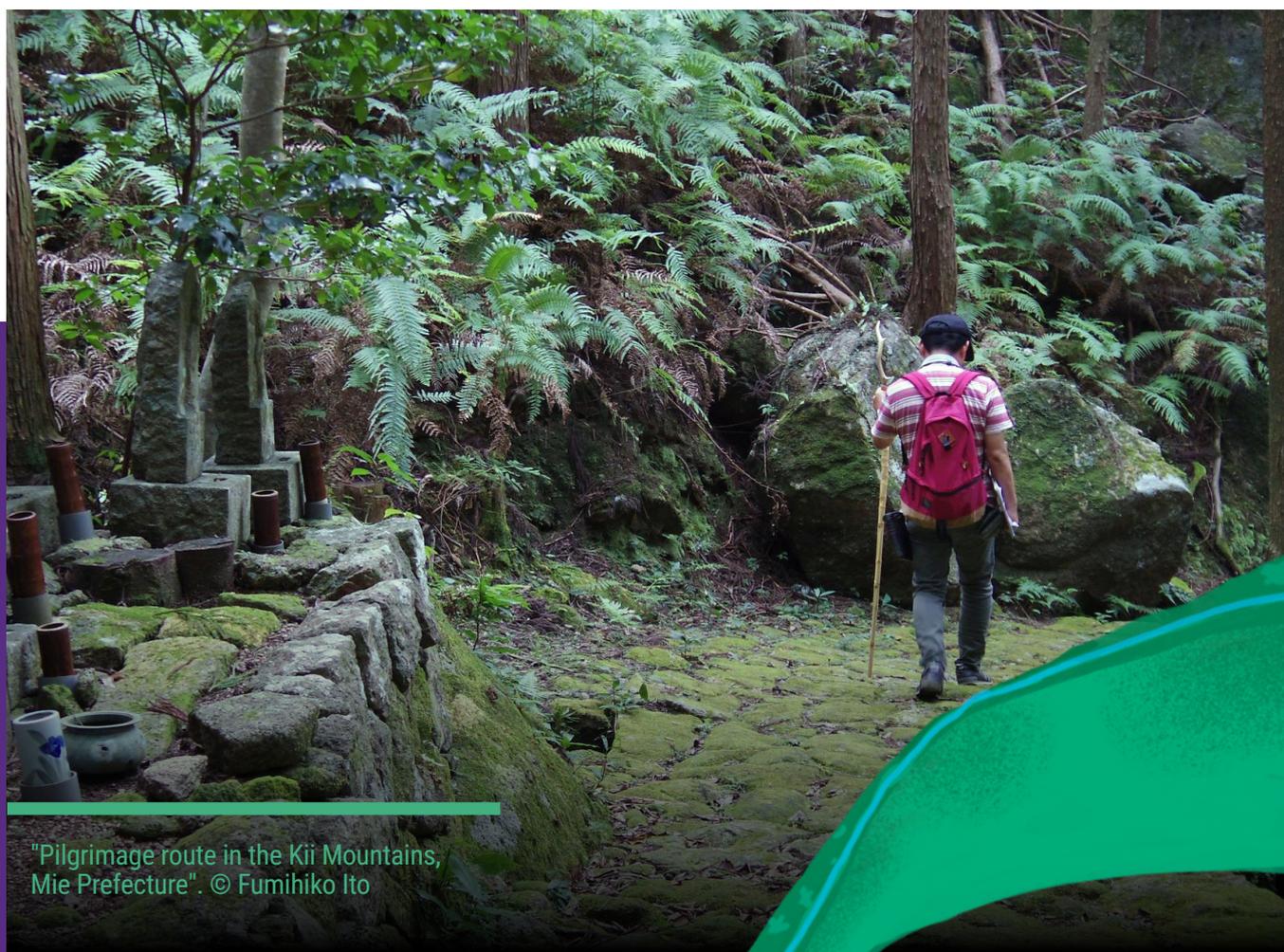
By sharing experiences, we all benefit

The people who conserve places of natural and cultural significance are always looking for innovative ways to meet their daily challenges. The **Nature-Culture Thematic Community**, now available on *PANORAMA – Solutions for a Healthy Planet* thanks to a collaboration between ICCROM, IUCN and ICOMOS, brings together case studies and promotes replicable examples of inclusive governance and effective management which can inspire and be adapted in different places.

Connecting our communities this year also came in the form of webinars, delivered through the ICCROM Lecture Series:

- World Heritage Leadership – who are we connecting and how can you be a part?
- Heritage and resilience: building a symbiotic relationship
- Dialogue on “Applying resilience thinking to heritage places: from theory to practice”
- Impact Assessment for World Heritage I – what are the main things you need to know
- Impact Assessment for World Heritage II – steps and processes
- PANORAMA, Nature-Culture Thematic Community – sharing practices and learning from heritage places

Webinars have enabled us to formulate new content and reach new audiences online. And while the courses normally offered through the programme have been delayed or are being reconfigured online, we have been actively contributing to online training opportunities offered by other partner organizations, including webinars, online events and courses of ICOMOS, UNESCO Bangkok, UNESCO Ramallah, the Norwegian World Heritage Association and the regional periodic reporting exercises convened by the UNESCO World Heritage Centre.



"Pilgrimage route in the Kii Mountains, Mie Prefecture". © Fumihiko Ito

Reflections of Lake Condah
by brittgow/Flickr (CC BY-NC 2.0)



An example to learn from: Budj Bim Cultural Landscape

The Budj Bim Cultural Landscape is the first place in Australia to be inscribed on the UNESCO World Heritage List purely for its Aboriginal cultural significance. This happened in 2019, after a 17-year-long community-led process of preparing the nomination, headed by the Gunditj Mirring Traditional Owners Aboriginal Corporation. The Budj Bim Cultural Landscape lies within the Country of the Gunditjmara and is one of the most ancient and extensive aquaculture systems in the world. Those systems have provided a means of thriving for the Gunditjmara people for over six millennia; however, colonial practices have negatively impacted the transmission of traditional knowledge and customs. Climate change and the development of tourism pose ongoing challenges to the area's conservation and management.

Today, Budj Bim is comprehensively managed and protected under a system bringing together Gunditjmara customary knowledge and practices with national and state legislation, management plans and associated policies and programs. This system combines traditional owner and adaptive management approaches, in which governance and decision making are shared. The Gunditjmara have retained connections to the aquaculture system through knowledge of the stories of Budj Bim and associated land use practices. In recent years, the work of the Gunditjmara within Budj Bim has increasingly turned to the renewal and transmission of cultural traditions and practices through access to and control of those parts of country owned and managed by them.

The World Heritage Leadership Programme has worked actively to curate this key case study on the **PANORAMA platform**. The ownership and management of this Site of Outstanding Universal Value provide a positive example of how Indigenous communities must lead the process and exercise their customary rights and obligations freely. The arrangement whereby Gunditjmara Traditional Owners and Government agencies share expertise creates a flexible, people-centred framework for governance and management of the landscape.

WORLD HERITAGE LEADERSHIP PROGRAMME'S COMMUNITY OF PARTNERS

World Heritage Leadership is a partnership between ICCROM, IUCN and the Norwegian Ministry of Climate and the Environment (KLD), in collaboration with The UNESCO World Heritage Centre and ICOMOS. Our activities also draw on the support and expertise of organizations from around the world who share a common vision:

Ahmedabad World Heritage City Trust (AWHCT), India; City of Bamberg, Germany; Comunidad Indígena Ma'u Henua Rapa Nui, Chile; Cultural Heritage Administration (CHA), Republic of Korea; Federal Office for the Environment (FOEN), Switzerland; George Town World Heritage Incorporated (GTWHI), Malaysia; German Corporation for International Cooperation (GIZ); Gunditj Mirring Traditional Owners Aboriginal Corporation, Australia; Historic Environment Scotland (HES), United Kingdom; International Association for Impact Assessment (IAIA); Lake Ledro Pile-Dwelling Museum, Italy; Laponian Area World Heritage, Sweden; Mie Prefectural Government Board of Education, Japan; Municipality of Røros, Norway; National Centre for World Heritage Sites (CNPM), Chile; National Heritage Conservation Commission (NHCC), Zambia; National Museums of Kenya (NMK); Ngorongoro Conservation Area Authority (NCAA), Tanzania; Norwegian Directorate for Cultural Heritage; Norwegian Environment Agency; Oifig na nOibreacha Poiblí – Office of Public Works (OPW), Ireland; Palazzo Spinelli Group – Institute for Art and Restoration, Italy; PANORAMA Secretariat; Pimachiowin Aki Corporation, Canada; Ritsumeikan University, Japan; Royal Botanic Garden Edinburgh, United Kingdom; Save the Ifugao Terraces Movement (SITMo), Philippines; Southeast Asian Regional Centre for Archaeology and Fine Arts (SEAMEO SPAFA); Tokyo National Research Institute for Cultural Properties (TOBUNKEN), Japan; UNESCO Bangkok Office; UNESCO Dolomites Foundation, Italy; UNESCO Ramallah Office; UNESCO Site Office – Portovenere, Cinque Terre, and the Islands (Palmaria, Tino and Tinetto), Italy; World Cultural Heritage Center of China, Chinese Academy of Cultural Heritage (CACH); World Heritage Institute of Training and Research for the Asia and Pacific Region (WHITR-AP).

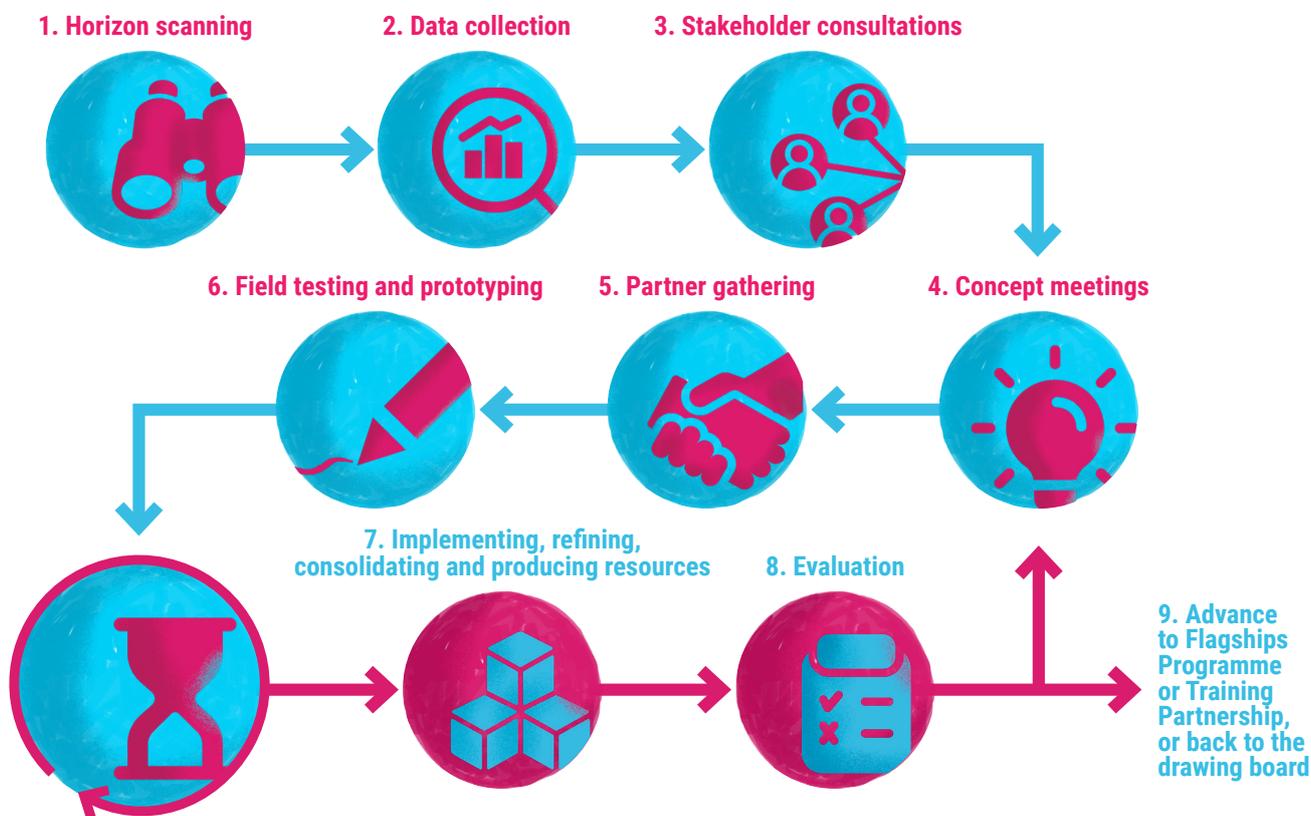
The Nature-Culture Thematic Community on PANORAMA has also opened up a pathway to collaborate more actively with a wider range of partners from the nature sector. We not only have the chance to promote cultural heritage practices to a wider audience, but we also get to learn from their work and efforts. By taking common approaches to case studies, we realize how similarly and differently we have been working, and how we can make our work even more effective by joining forces.

PROSPECTIVE ACTIVITIES

ALWAYS FACING FORWARD

Prospective activities are where we investigate new and emerging topics and approaches in the heritage field in view of future programmes. These are shorter, more focused projects that can be thematically oriented and or regionally focused.

How they work



Youth.Heritage.Africa

Africa is home to the world's youngest and fastest-growing population. The continent's youth are also the most affected by unemployment and poverty. At the same time, there is a growing network of African universities, active civil society and vibrant tech ecosystems around the continent. We seek to empower young heritage leaders and connect them with innovative strategies and initiatives that will make their heritage a source of economic and social opportunity.

Results in 2020

- One national course, one regional course and two regional workshops that trained 152 people and benefited 11 Member States (see page 13)
- Participation in conferences and webinars on Africa's heritage and sustainable development on behalf of ICCROM

Partners

Africa Fund; Africa World Heritage Fund (AWHF); British Council; Federal Office of Culture (FOC), Switzerland; Government of Benin; International Union for Conservation of Nature (IUCN); Italian Ministry of Foreign Affairs and International Cooperation (MAECI); Kenya Ports Authority; National Museums of Kenya (NMK); Roman Catholic Diocese of Teramo-Atri, Holy See; School of African Heritage (EPA), Benin; UNESCO World Heritage Centre (WHC); University of Abomey-Calavi (UAC), Benin; University of Teramo (UNiTE), Italy.

Heritage Management in Latin America and the Caribbean

This region is home to a thriving heritage that includes a diversity of cultural expressions, rich Indigenous knowledge reserves and strong links to the environment, as well as vibrant contemporary art. Our goal is to promote the integrated and sustainable management of this heritage, paying particular attention to major region-specific issues of disaster risk management, as well as contemporary heritage.

Results in 2020

- Survey on **conservation and management of contemporary art collections** to which 114 organizations from 23 countries responded
- Ongoing translation of ICCROM learning resources into Spanish and Portuguese
- Two webinars in Spanish and Portuguese attended by 247 people

Partners

APOYOnline Association for Heritage Preservation of the Americas; Canadian Conservation Institute (CCI); Italo-Latin American Institute (IILA); Oswaldo Cruz Foundation (Fiocruz), Brazil; Reina Sofía Contemporary Art Museum, Spain.

Our Collections Matter

We are seeking to accelerate, increase and amplify activity in support of sustainable development through the use, cultivation and conservation of heritage collections. In today's fast-changing world, cultural heritage collections provide a source of well-being, identity and belonging. They also support livelihoods and establish a meaningful reference for the future. We believe that heritage collections and their conservation have a crucial role in society and advocate for their care and use. Our Collections Matter will provide practical tools and build capacities for collections-based institutions to achieve their full potential.

Results in 2020

- Project launch
- Web-based toolkit prototype
- Core project partnership established

Partners

Ahmadu Bello University (ABU), Nigeria; Canadian Conservation Institute (CCI); Canadian Heritage Information Network (CHIN); Centre for Global Heritage

and Development, Leiden-Delft-Erasmus Universities, Netherlands; International Federation of Library Associations and Institutions (IFLA); National Library of New Zealand; Royal Institute for Cultural Heritage (KIK-IRPA), Belgium; Southeast Asian Regional Centre for Archaeology and Fine Arts (SEAMEO SPAFA); University of the Andes, Colombia; University of Valencia (UV), Spain.

Sustaining Digital Heritage

Following the success of our SOIMA programme for sound and image heritage, Sustaining Digital Heritage will take things further by providing libraries, museums and archives with strategies and tools for conserving digital collections. The overall aim is to enhance the storytelling potential of heritage and use it to connect people, bridge divides, spark creativity and promote development.

Results in 2020

- Scoping study
- Preparation of webinars
- Meeting with potential partners

Partners

Audio Visual Preservation (AVP), United States; Netherlands Institute for Sound and Vision (NISV).

Sustainability and Built Heritage

Global and climate impacts on built heritage such as historic cities, landscapes, archaeological sites and monuments are increasing. The challenges are vast and include disasters, pandemics, climate change, conflicts and pressures from urbanization and tourism. Conservation and management practices need a holistic assessment of current conditions and future scenarios in order to formulate proactive solutions that reduce the vulnerability of built heritage and recognize the relationship between built heritage conservation, resilience and sustainable development. This overarching training will be centred on innovative approaches for built heritage conservation and management that ensure continuity and evolution within a sustainable framework.

Results in 2020

- Technical advice: Climate change policy for World Heritage
- Planning the launch of a **two-year capacity building project for the recovery of the historic city of Mosul** for young professionals and craftspeople. The project will support livelihoods and contribute to the sustainable reconstruction of the city as part of the UNESCO initiative to "Revive the Spirit of Mosul" with the support of the European Union and Government of the United Arab Emirates. (see page 23)

Partners

Archaeological Survey of India (ASI); CEPT Research and Development Foundation (CRDF), India; Government of the United Arab Emirates; Ministry of Culture and Youth (MCY), United Arab Emirates; Nottingham Trent University (NTU), United Kingdom; United Nations Office for Disaster Risk Reduction (UNDRR); United Nations Educational, Scientific and Cultural Organization (UNESCO); UNESCO Iraq.

We are dedicated to providing support and raising awareness for heritage conservation at all levels, from global bodies to governments to communities on the ground. ICCROM's expertise is regularly called upon through ad hoc requests for scientific and technical information, advice and assistance. Despite the obstacles presented by the pandemic, 2020 was a busy and fruitful year in this regard.

Projects on Request

We respond to specific requests at a national or subregional level. Our work on the reorganization of museum storage spaces is in high demand, with the RE-ORG method having helped collections all over the world unlock their potential. What would have taken place this year was either postponed or held virtually:

- **Re-Org Chile online workshop.** 20 professionals from 13 museums in Central and Southern Chile were trained online during a workshop developed by local partners.
- **Global Scenario of Museum Storage.** This webinar for the development of a course on storage reorganization was held in India.

OUR RE-ORG PARTNERS

Canadian Conservation Institute (CCI); Indira Gandhi National Centre for the Arts (IGNCA), India; National Centre of Conservation and Restoration (CNCR), Chile; National Sub-Directorate of Museums (SNM), Chile; Royal Institute for Cultural Heritage (KIK-IRPA), Belgium; Valparaíso Natural History Museum (MHNV), Chile.

Advisory Services to the World Heritage Convention

Our advisory services also extend to World Heritage as a result of our role as an Advisory Body of the World Heritage Convention. In this capacity, we help countries improve the conservation and management of their World Heritage properties. This year many of the meetings associated with the Convention were moved online. The 44th Session of the Committee was postponed to 2021, but a World Heritage information meeting, a meeting of the Bureau of the World Heritage Committee, and the 14th Extraordinary Session of the Committee all took place online in 2020 with ICCROM in attendance.

We continued our World Heritage collaboration at meetings for the drafting of State of Conservation reports, the International Assistance Panel, and working

in workshops with regions on the third cycle of Periodic Reporting ongoing for both Africa and Asia and the Pacific. We have also participated in the revision of the "Policy Document on the Impacts of Climate Change on World Heritage Properties", the drafting group for the revision of the Operational Guidelines with particular attention to the nomination process, the reflection on Sites Associated with Memories of Recent Conflicts and other negative and divisive memories, and the World Heritage Tourism Programme working group. ICCROM also attended the 8th International Civil Society Forum on World Heritage.

Due to the pandemic, there was only one Reactive Monitoring Mission with ICCROM involvement in 2020, to the Forts and Castles, Volta, Greater Accra, Central and Western Regions (Ghana). A number of online State of Conservation consultations took place, however, including one for the Cornwall and West Devon Mining Landscape (United Kingdom) and the Shuri-jo site, part of the Gusuku Sites and Related Properties of the Kingdom of Ryukyu (Japan), which experienced a devastating fire in 2019. On a more celebratory note, we also took part in several webinars to celebrate the anniversaries of properties being inscribed on the World Heritage List, including the 20th anniversary of the inscription of the Walled City of Baku with the Shirvanshah's Palace and Maiden Tower (Azerbaijan), and the 40th anniversary of the inscription of the Historic Centre of Warsaw (Poland).

We also work closely with partners at UNESCO Category 2 Centres on a variety of activities. In 2020, ICCROM was represented at the board meeting for the Arab Regional Centre for World Heritage (ARC-WH) and the technical committee of the board of the African World Heritage Fund (AWHF). We further collaborated with AWHF on our new programme, Youth.Heritage.Africa, and a project for the conservation of Modern Heritage of Africa (MoHoA) in partnership with the World Heritage Centre, the University of Cape Town and others.

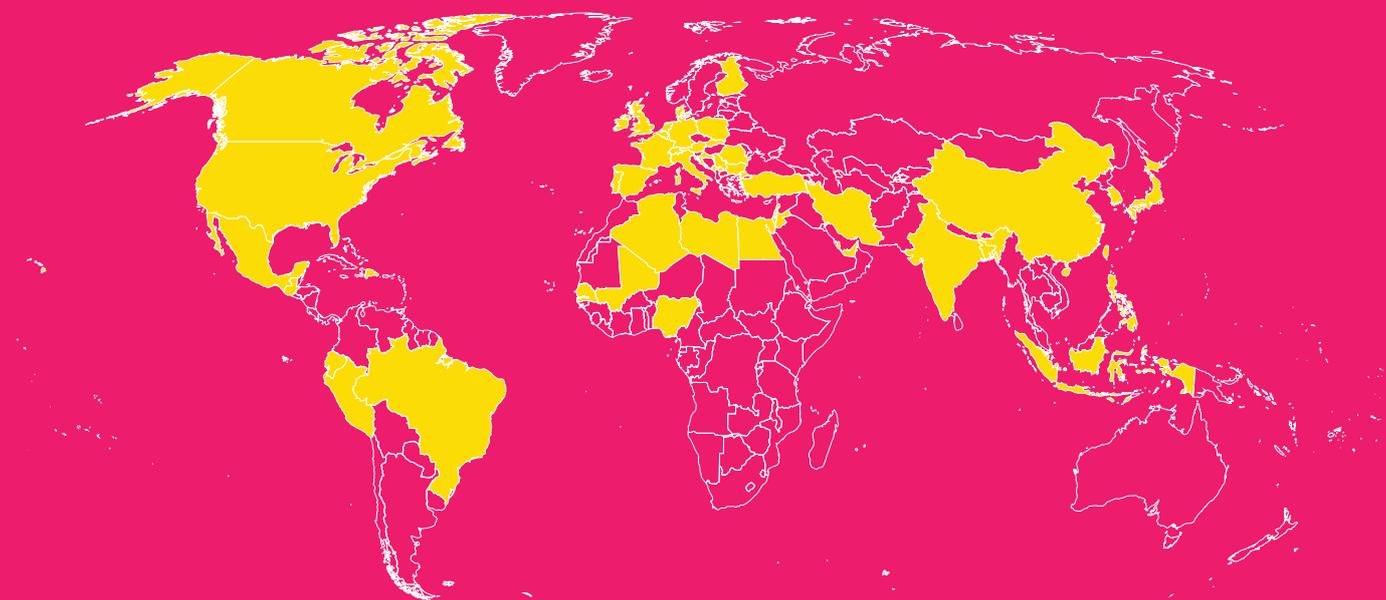
OUR WORLD HERITAGE PARTNERS

African World Heritage Fund (AWHF); Arab Regional Centre for World Heritage (ARC-WH); Fondazione Santagata for the Economics of Culture, Italy; International Council on Monuments and Sites (ICOMOS); International Union for Conservation of Nature (IUCN); Regional Heritage Management Training Centre "Lucio Costa", Brazil; Regional World Heritage Institute in Zacatecas, Mexico; United Nations Educational, Scientific and Cultural Organization – World Heritage Centre (WHC); University College London (UCL), United Kingdom; University of Cape Town (UCT), South Africa; World Heritage Institute of Training and Research for the Asia and Pacific Region (WHITR-AP).

RESEARCH

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. We believe in connecting people to our learning resources as equitably as possible and creating collaborative environments. Our commitment to open access solutions extends across the activities of the Library, Records and Archives and publications. We exist to broaden knowledge and provide meaningful services to the global heritage community, especially at a time when many have been working from home. We also support the development of new heritage science knowledge through carrying out research projects at strategic level and initiating our own projects on emerging topics and needs in conservation.

Who benefited from our Library and Archives



HERITAGE SCIENCE

Heritage science is an emerging domain at the intersection of arts, humanities, science and engineering; practitioners seek to enhance the understanding, management and sustainable use of heritage. ICCROM has been working to strengthen the field's identity and vision and to promote best practices for developing and sharing scientific knowledge within heritage research based on interdisciplinary collaboration and open science principles by:

- Developing the **definition of heritage science** and creating spaces for collaboration, collectivity and inclusivity through data sharing, training and development of research ethics.
- Participating in **strategic projects within Europe** and broad community-based initiatives to support the development of heritage science and better link research in cultural heritage to needs:
 - **Joint Programming Initiative for Cultural Heritage (JPI-CH)**
 - **European Research Infrastructure for Heritage Science (E-RIHS)**
 - **Integrated Platform for the European Research Infrastructure (IPERION HS)**
- Engaging in external and EU funded research projects, such as the **APACHE** project, which addresses the preventive conservation needs of small- to medium-size institutions through the provision of affordable, easy to use integrated monitoring and decision support systems. In addition, the APACHE project focuses on the development and application of new smart passive buffering materials and sensors for use in display, storage and transport containers.
- Pursuing our own projects addressing emerging needs and stimulating knowledge. In the current

biennium we are focusing on recognizing the significant value and vulnerability of heritage sample archives, building on the experience gained from the **Mora Samples Collection**. Many cultural institutions around the world hold valuable sample collections, gathered from heritage objects, collected as reference materials or even fabricated as replicas. These diverse collections represent an important knowledge resource for study and preservation of cultural heritage, yet they are undervalued and critically threatened. In September, ICCROM launched an international call for partners to join the **ICCROM Heritage Samples Archives Initiative** to highlight these collections and develop solutions for enhancing their preservation, access and use. Twenty institutions from 11 Member States have already joined this initiative.

OUR HERITAGE SCIENCE PARTNERS

Associação Nacional de Pesquisa em Tecnologia e Ciência do Patrimônio (ANTECIPA), Brazil; CEPT University, India; Cologne Institute of Conservation Sciences (CICS), Cologne University of Applied Sciences, Germany; Cultural Heritage Institute of Spain (IPCE); Dresden Academy of fine Arts (HfBK), Germany; European Research Infrastructure for Heritage Science (E-RIHS), Belgium, Italy and Portugal National Nodes; Federal University of Minas Gerais (UFMG), Brazil; Getty Conservation Institute (GCI), United States; Grand Egyptian Museum (GEM); Hercules Laboratory, University of Évora, Portugal; Institute for the Preservation of Cultural Heritage (IPCH), Yale University, United States; Institute of Heritage Science, National Research Council (ISPC-CNR), Italy; Integrated Platform for the European Research Infrastructure (IPERION HS); Library of Congress (LOC), United States; National Gallery of London, United Kingdom; Royal Institute for Cultural Heritage (KIK-IRPA), Belgium; Straus Center for Conservation and Technical Studies, Harvard Art Museums, United States; University College London (UCL), United Kingdom; University of Applied Sciences and Arts of Southern Switzerland (SUPSI); University of Ljubljana (UL), Slovenia.

Additional heritage science partners include the numerous organizations that belong to the APACHE, E-RIHS, IPERION HS and JPI-CH consortia.

ICCROM FELLOWSHIPS

At ICCROM, we also support individual research, providing space to fellows to come and have access to our library and archive resources and creating an environment for discussion and exchange of ideas. We accepted five fellows in 2020, due to the ongoing pandemic four have been deferred to 2021. Paola Camera from the Italian Ministry of Culture was able to commence her fellowship on the analysis of Italian law and procedures applied during states of emergency in the field of cultural heritage.

ICCROM RECORDS AND ARCHIVES

Our Records and Archives are our institutional memory, providing guidance for our governance and programmatic decision-making. We preserve both analogue and digital records, including documents, photographs and videos of the history of conservation in the 20th century, for study and research purposes. In 2020 our efforts went towards increasing access to the treasures of the Archives for the wider community of heritage professionals. Where we could not move forward on projects that required a constant presence in the Archives, we rose to the challenge by raising awareness and showcasing new ways to use the Archives' precious resources.

Reinforcing our infrastructure

A **financial evaluation of the Archives** took place with the aim of including this asset in ICCROM's financial statements. This was an innovation that involved pioneering and experimental accounting criteria for appraising unique, irreplaceable and inalienable cultural assets. This activity was carried out in conjunction with the firm AB-Archivbiblioteche Srl and the Department of Business Studies of Roma Tre University.

A **Data Protection Manual** was developed to ensure that the processing of personal data within ICCROM is carried out fairly, lawfully and transparently. Training for ICCROM staff was also organized, and an external Data Protection Officer has been designated.

ARCHIVAL HOLDINGS

Architectural drawings around

4 500

Analogue photographs

>230 000

Audiovisual recordings

>10 000

Heritage material samples

>5 000

REFERENCE SERVICES

Requests answered

56

including 31 from external researchers

Countries served

16

Reproductions sent

103

records, including images

ACCESSIONS

Paper records

20

linear meters

Electronic records

>65 000

files

Photographs

>20 000

Heritage samples

>500

Enriching our collections

Renowned conservator-restorer **Rodolfo Luján Lunsford** donated his vast archive spanning from 1960 to 2020. The collection, ranging from paper records to audiovisuals and heritage samples, is valuable for its documentation of restoration activities on mural painting heritage in Asian countries.

The second phase of the **Mora Samples Collection Project**, which involves reorganizing, describing and preserving around 250 samples from important World Heritage sites, has been postponed due to COVID. However, the archival processing of approximately 1 000 samples from the first phase was concluded, and the catalogue will be made available online to the conservation community in 2021. Internationally renowned mural painting conservators Paolo and Laura Mora collected these samples from 35 countries between the 1960s and 1980s (see more on page 33).

Interfacing with the community

The **ICCROM Records and Archives website** section has been revamped, as part of a dissemination strategy aimed at making ICCROM records more accessible. Users can obtain information on archival fonds and collections dating as far back as the 1930s. The refreshed site also showcases featured projects and provides updated information on accessing the Archives.

Since 2012, ICCROM Archives have participated as a research partner in the leading-edge **InterPARES Trust project**. Now the project outcomes have been released through two publications by Routledge: *Trust and Records in an Open Digital Environment* and *Recordkeeping in International Organizations: Archives in Transition in Digital Networked Environments*.

Every archive, every record tells a story

In October 2019, a Cambodian architect visited ICCROM and Rome. He had attended our Architectural Course in 1973, so in our Archives we were able to locate a folder with his name, photo, course application, certificates and correspondence. In this way, he was able to retrieve a small part of his past that was taken away from him during the genocide in 1975, when he was forced to flee to the United States with no documents. Many stories of heritage and people can be discovered in **ICCROM's Records and Archives**, stories that can stimulate research and contribute to advancing our field. All archives connect us to our past, empowering us to shape our knowledge and understanding.

OUR RECORDS AND ARCHIVES PARTNERS

AB Archivbibliothek Srl, Italy; Department of Business Studies of Roma Tre University, Italy; Hercules Laboratory, University of Évora, Portugal.



ICCROM's Records and Archives.
© ICCROM

ICCROM LIBRARY

Established in 1961, the ICCROM Library is the leading conservation library in the world. Our mandate at the Library is to collect, study and circulate information on all aspects of the conservation and restoration of cultural heritage. While the number and reach of professional networks are expanding on an international level, access to multilingual, especially electronic, resources remains a critical need. In response, the Library worked to open its collection to a broader audience in 2020 and to increase electronic media offerings, expanding onto new platforms and emphasizing open access publications.

Reinforcing our infrastructure

OpenAthens. This service gives us the means to grant remote access to the entire Library's subscription-based electronic content to master's students in Sharjah, ICCROM course participants and many other members of the professional community.

BCIN, the Bibliographic Database of the Conservation Information Network. Together with international partners, we have been working to create an improved version of this invaluable research platform. The new platform is slated to be launched in 2021.



Enriching our collections

We steadily increased our collection of subscription based **electronic resources**. All electronic periodicals are managed in collaboration with the Electronic Journals Library (EZB), an international network of 655 academic libraries. Additionally, during 2020 we shared on the website a curated list of approximately 250 open access journal titles; more and more monographic open access titles are also now indexed in the [online public access catalogue](#).

About 1 500 of the earliest items in the Library's monograph collection were missing electronic catalogue records, so in 2020 we launched an extensive **retrospective cataloguing project** of these publications, many of them rare materials of historic relevance.

Interfacing with the community

"It's great that you are so active in the procurement of literature; the researchers are certainly incredibly grateful to you."

Document delivery service user, November 2020

Immediately after the Library's pandemic closure in March, we expanded our **document delivery services**, removing previously existing limits on requests and offering no-cost delivery of scanned copies of Library materials. As a consequence, demand for the service increased substantially, and the feedback we received demonstrates that this service has been an effective way to support our professional community.

During the second half of the year the **Library's web pages** were revised and refreshed to include detailed information about our collection and services.

We initiated a process that encourages ICCROM professional staff and collaborators to create persistent digital identifiers within the **Open Researcher and Contributor ID** system.

OUR LIBRARY PARTNERS

Canadian Conservation Institute (CCI); CeroArt, Belgium; Getty Conservation Institute, United States; International Council on Monuments and Sites (ICOMOS); International Institute for Conservation of Historic and Artistic Works (IIC), United Kingdom; Smithsonian Museum Conservation Institute (MCI), United States; University of Regensburg, Germany; URBIS Library Network, Italy.

Total items in holdings

CA. 100 000

Catalogue records

>126 000

Languages represented

>70

Document delivery requests answered

237 from 28 countries,
totalling 920 documents

Reference requests served

67 from 18 countries

New accessions

623

New records

1 436

Items available via
OpenAthens

17 electronic
journals

76 e-books

Current periodical
subscriptions

220

NEW PUBLICATIONS

ICCROM's publishing activities are the result of collaborations with our programmes and our network of partners, without whom the production of these resources would not be possible. In addition to the many resources mentioned throughout this report, in 2020 we made other volumes available to our community for [free download](#).

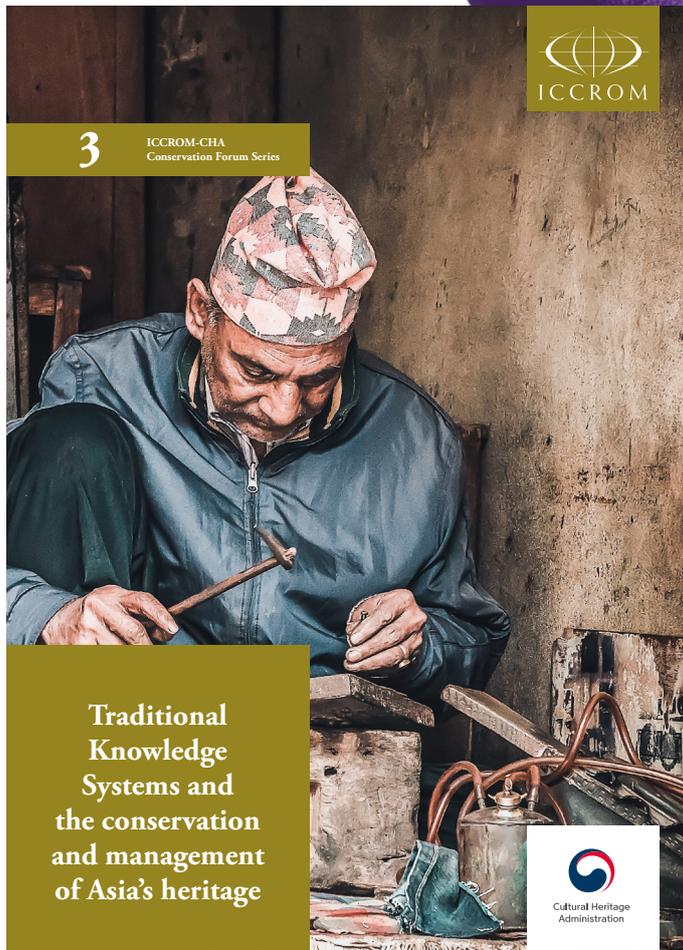
Traditional Knowledge Systems and the Conservation and Management of Asia's Heritage

Traditional Knowledge Systems are time-tested and dynamic processes that can contribute greatly to the conservation and management of heritage in Asia and elsewhere. However, these systems are all too often threatened by socioeconomic pressures from the modern globalized world, as well as by changes within the knowledge-holding community. Within the heritage sector, increased professionalization of conservation practice can also fail to recognize their importance. The challenge, therefore, lies in reconciling Traditional Knowledge Systems with conventional heritage management systems, showing that the two can be compatible and mutually beneficial. This volume, published in partnership with the Cultural Heritage Administration of the Republic of Korea (CHA), presents examples from 14 countries across Asia and is the third instalment of a four-book series that covers some of the most pertinent topics in cultural heritage preservation and management in Asia.

Conversaciones...

Conversaciones... is an international peer-reviewed journal published twice a year, which promotes reflection and discussion on the history and theories of cultural heritage conservation. Though initially geared to a Spanish-speaking audience, the central texts and author contributions cover a range of languages and wide regional representation.

Conceived by the National Institute of Anthropology and History (INAH), through the National Coordination of Cultural Heritage Conservation (CNCPC) of Mexico, the journal is now a co-publication with ICCROM. It is our shared hope that through this journal we will be able to enrich the conversation between heritage professionals around the world while providing greater access to literature that has shaped our field.



3

ICCROM-CHA
Conservation Forum Series

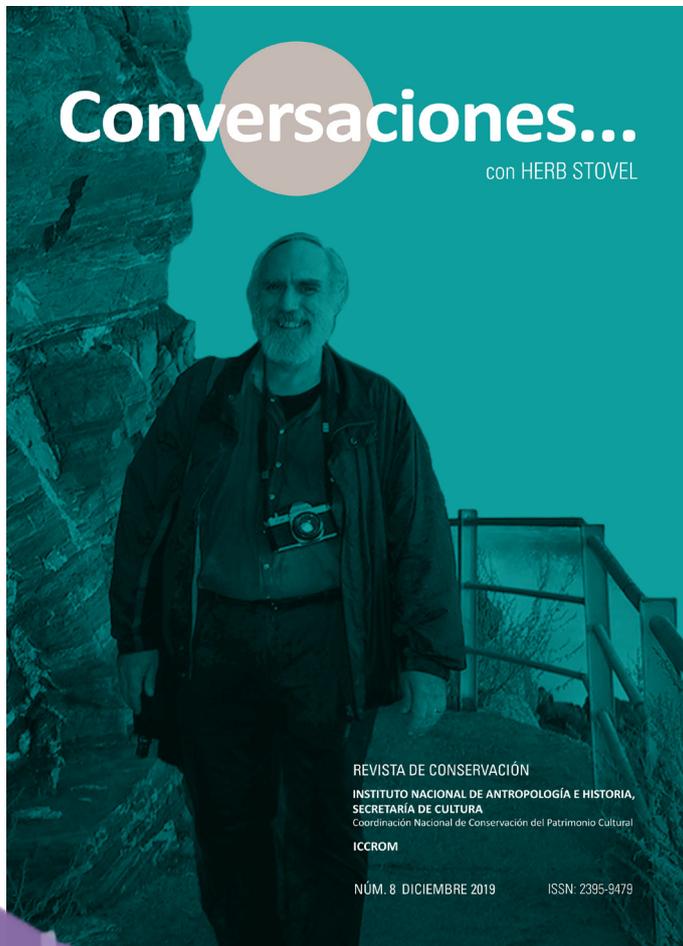
Traditional
Knowledge
Systems and
the conservation
and management
of Asia's heritage



ICCROM



Cultural Heritage
Administration



Conversaciones...

con HERB STOVEL

REVISTA DE CONSERVACIÓN

INSTITUTO NACIONAL DE ANTROPOLOGÍA E HISTORIA,
SECRETARÍA DE CULTURA
Coordinación Nacional de Conservación del Patrimonio Cultural

ICCROM

NÚM. 8 DICIEMBRE 2019

ISSN: 2395-9479

INFORMATION AND OUTREACH

We are constantly connected with a global audience of government representatives, partners and heritage conservation professionals who look to ICCROM as a clearinghouse for information. To answer the critical challenges brought on by COVID-19, we accelerated planned activities to improve our website and social media. At the same time, outreach events that would have taken place in person were moved online, becoming opportunities to reach more people than ever before.

An expanded website

Our website offers information on what is happening in our Member States through news regularly published on the recently revamped home page. In addition, the [ICCROM "Classifieds"](#) offer a place where users can post announcements free of charge for a global audience.

Our [Country Profiles](#) provide a platform through which Member States can share information on their cultural heritage, and the legal frameworks and cultural institutions that protect it. At the same time, it is a place where we can provide practical information regarding ICCROM activities, alumni and experts, and missions connected to each country.

Along with English, French, Arabic and Italian, as of 2020 the ICCROM website is also available in Spanish. This highly anticipated project became a reality thanks to the generous support of the Cultural Heritage Institute of Spain (Instituto del Patrimonio Cultural de España – IPCE).

Heritage in Times of COVID

COVID-19 has placed an enormous burden on institutions and professionals who care for and manage cultural heritage of all types. In response, the ICCROM team prepared a [dedicated web area](#) that offers resources and advice in dealing with Heritage in Times of COVID in several languages. This includes assessment forms and guidance on supporting livelihoods, museums and site closures and re-openings, as well as adapting heritage spaces. We are extremely grateful to those in our network who have shared their knowledge with us for this project.

Public lectures move to the global stage

As part of the immediate response to the pandemic, we launched several online lectures that brought conversations about cultural heritage directly to viewers across the globe. Recordings of all of our webinars are available on both our website and [YouTube Channel](#).

ICCROM Lecture Series

These one-hour, multilingual webinars focused on important questions about the many dimensions of heritage conservation, raising awareness about our programmes and providing insights from our global network of professionals.

Global voices: heritage and pandemics

Produced through the First Aid and Resilience flagship programme, this series of eight webinars used cultural first aid experiences and knowledge to provide guidance for managing heritage at risk due to the health crisis and providing support to those who care for it.

Capacity Building for Disaster Risk Management

Organized with Ritsumeikan University, the webinar series *Capacity Building for Disaster Risk Management of Cultural Heritage: Challenges and Opportunities in Post-COVID Times* featured two parts. Part 1 focused on rethinking disaster mitigation and preparedness, while part 2 took up rethinking disaster response and recovery.

MEDINA Initiative webinars

Offered through the ATHAR flagship programme, a series of five webinars were delivered principally in Arabic on the conservation of historic cities in the Middle East and North Africa (MENA) region.

SHARE-ORG – Discovering stories, connecting communities

SHARE-ORG is a competition to promote the creative use of underused museum collections in storage after they have undergone a reorganization project. With this competition we look for the newest and most innovative ways to provide access to collections in storage. In 2020 we received submissions from Belgium, Canada, Italy, Malaysia, Portugal and Sweden. The winners will be announced in 2021! This international project is coordinated by KIK-IRPA (Belgium) in partnership with ICOM Belgium Flanders, ICOM Belgium Wallonia-Brussels, CIK (Serbia) and Diadrasis (Greece), ICCROM and CCI (Canada). SHARE-ORG is funded by the Belgian Science Policy Office (BELSPO).

Patronages in 2020

- Walled City of Baku – World Heritage City 2020 workshop, Azerbaijan
- ENAC meeting: Encuentro Nacional sobre Registro, Documentación y Conservación de Arte Contemporáneo 2020, National Museum of Fine Arts (MNBA Museo Nacional de Bellas Artes), Argentina
- Eighteenth edition of the International Photographic Competition – Case di Terra - Paesaggio di Architettura, Associazione Terrae Onlus, Italy
- Seventh edition of the Environmental Youth Symposium on the theme Heritage and Sustainable Developments Goals, National History Museum (NHM), Zimbabwe
- Twenty-third edition of the Borsa Mediterranea del Turismo Archeologico, Italy
- First edition of the Young Professionals Forum, Centro Conservazione e Restauro, La Venaria Reale, Italy
- Sustainable Heritage Bidecennial Conference: Strategic Research Questions, University College London (UCL), United Kingdom
- 2020 edition of the La Fabbrica nel Paesaggio contest, Italian Federation of UNESCO Clubs and Centres (FICLU), Member of the World Federation, Italy
- Research and training program on African Youths on Creativity and Innovation in Heritage Entrepreneurship, Centre for Responsible Entrepreneurship and Leadership (CoREL), Wits Business School, University of the Witwatersrand, South Africa
- Third edition of RO.ME – Museum Exhibition, event on museums, cultural places and destinations, Fiera di Roma and Association ISI.URB, Italy
- First Training Program for Practical Conservation, Israel Antiquities Authority, Society for the Preservation of Israel Heritage Sites, Nature and Parks Authority and the Ministry of Interior Planning Administration, under the auspices of the Landmarks Heritage Program in the Prime Minister's Office

ICCROM AND ITALY

Italy's bid to host ICCROM in Rome at the time of its creation was a symbol to the international community of the country's commitment to the conservation of cultural heritage worldwide. Over six decades, our initiatives across the globe have benefited from the generosity of the Italian Government through joint collaborations. The relationship with our host country continues to take on new vitality as we work together towards the common goal of using cultural heritage for the betterment of societies. This year marked the [60th anniversary of Italy's adhesion to ICCROM](#), which was celebrated during our 94th session of Council in November through a series of video messages from some of the country's leading political and cultural figures, published on our website and social media.

In connection with Youth.Heritage.Africa, we participated in the [Second Edition of the Conference of Rectors of African Universities in Teramo](#), held online in partnership with the University of Teramo and the Diocese of Teramo-Atri, and organized under the auspices of the Ministry of Foreign Affairs and International Cooperation (MAECI). We also participated in the [virtual marathon](#) organized by MAECI to celebrate Africa Day, and tackled global issues together in the [Soft Power Conference in Venice](#), organized by Francesco Rutelli, former Minister of Culture of Italy.

ICCROM's General Assembly
in Venice, 1969. © ICCROM



THE ICCROM-SHARJAH AWARDS

ICCROM-Sharjah's [2nd Arab Forum for Cultural Heritage](#) in the Arab Region was titled Authenticity, Community and Conservation in the Arab Thought and took place online over two days in November. It gathered over 200 international and regional experts – academics, researchers, students, intellectuals, historians, architects, archaeologists, conservators, and other culture and heritage professionals working in the Arab World and beyond – for lively discussions related to developing visions and future steps to enhance the notion of “authenticity”.

The event concluded with a presentation of the winners of the ICCROM-Sharjah Award for Good Practices in Cultural Heritage Conservation in the Arab Region, and the Arab Cultural Heritage Award for the Young.

The Rehabilitation of Souk al-Saqatiya in Aleppo Syria, funded and implemented by the Aga Khan Development Network, won the Grand Award for the category of Heritage Sites and Buildings.

The winner of the Grand Award for the second category of Collections in Cultural Institutions was the project Digitizing and First Aid to Documentary Heritage of the Manuscripts Collection of the Great Omari Mosque Library, from Gaza, Palestine.

The Al-Ouneh Project for Heritage Sites: Rehabilitation and Revitalization of the Old Town of Hajja, Qalqilya, Palestine, won the Honorary Award for excellence in community work.

The winner of the Recognition of Excellence Award for Private Initiatives was the project Bayt Yakan: Heritage, Development, Community and Sustainability in Historic Cairo, Egypt.

The winner of the Recognition of Excellence Award for Archaeological Sites was the Restoration of the Ancient Nabatean Flood Control System project in Petra, Jordan. The winner of the Honorary Award for the Museums and Documentation category was the Abydos Temple Paper Archive Project in Egypt.

The Arab Cultural Heritage Award for the Young is a new competition that raises awareness among young people of the tangible and intangible heritage in the Arab region by spreading the concept of preserving heritage through art. The winners this year were Reem Saif Saeed Muhammad Al Shehhi, Lubna Bint Habbab Elementary School, Fujairah, United Arab Emirates, for the Drawing category; Ibrahim Ibrahim, Al Rawda High School, from Lebanon, for the photography category; Al-Daheha Dance of Qasr Al-Hallabat School, Jordan, for the folkloric dance category; and Dania Al-Amrat, Al Wardieh Mixed Elementary School, Jordan, for the film category.



INVEST IN US

Our partnerships bring us approximately 50 percent of our total resources, funding that allows us to carry out our work. But more importantly, they bring us innovation and the ability to implement activities around the world.

Governmental institutions, NGOs, international and regional organizations, the private sector, financial institutions, research and academic centres and civil society can all contribute to the achievement of our mission to promote the protection of cultural heritage.

By joining forces with ICCROM you can benefit from our resources and competencies built on our 60 years of experience in the field of cultural heritage working alongside Member States and partners around the world.

Why partner with ICCROM?

Support the safeguarding of heritage regionally, nationally and globally

Promote improvements in conservation and use of heritage by communities in your country and around the world

Foster innovation and prepare the next generation of professionals

Access capacity building activities, knowledge resources and tools for heritage management and policy making

Expand your network and tap into an international forum of heritage experts

Six ways you can support our work

Finance ICCROM programmes and activities

Organize courses, seminars and conferences

Provide data for needs assessments and sector analyses

Sponsor research fellowships and interns

Provide technical support and share your know-how

Facilitate cooperation with academic and research institutions

"Thank you to ICCROM for your expert help and guidance with managing and running the Western Sudan Community Museums project, Phase I and Phase II over the last three years. As we now enter the final stages of refurbishment and fitting out, the Western Sudan Community Museums are already creating interest and excitement within their communities in Khartoum, Darfur and South Kordofan. With the power to draw together people of different cultures and backgrounds, to involve them in cultural activities and convene educational programmes and learning, the museums offer much more than traditional museums. They are living, vibrant spaces and can be seen as potential major contributors to the peace processes in difficult conflict areas."

Robin Davies, Country Director, British Council, Sudan

"In running the World Heritage Leadership capacity building programme in cooperation with IUCN, ICCROM's expertise on cultural heritage helps ensure the successful implementation of the programme and contributes to the programme partners' shared commitment to capacity building for natural and cultural heritage."

Aleksandra Einen, Senior Advisor, Cultural Environment Department of the Norwegian Ministry of Climate and Environment

"The crises of 2020 have underlined how important it is to take a people-centred approach to heritage protection. This has been at the core of all the programmes we set up with ICCROM this past year, including through the roll out of our COVID-19 Action Plan. We are proud of how our partnership with ICCROM is contributing to professionalizing new generations of practitioners from conflict and post-conflict countries, giving impetus to new heritage protection initiatives through seed grants."

Valéry Freland, Executive Director, ALIPH

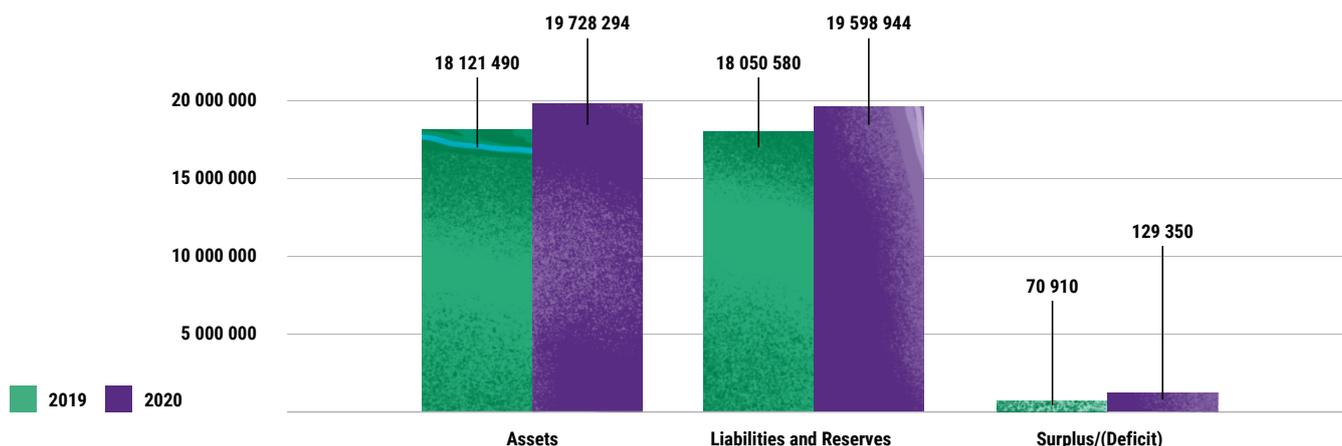
If you are interested in partnering with us or would like more information, email partnerships@iccrom.org.

FINANCIALS

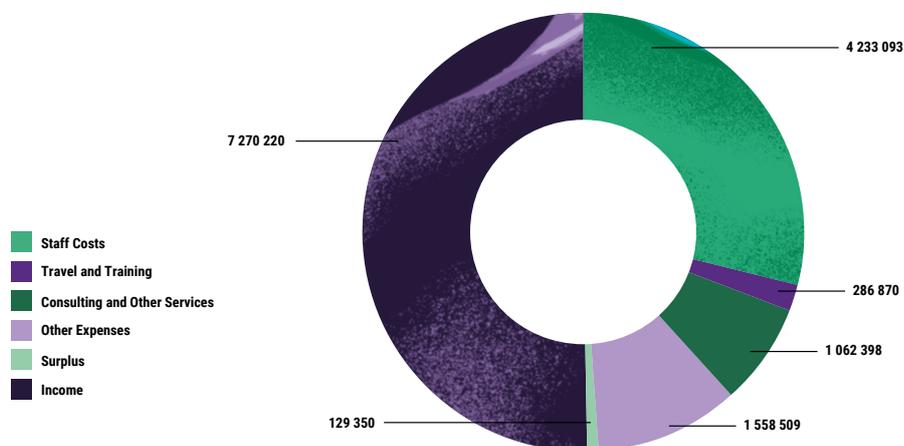
General recap

The information presented is drawn from ICCROM financial statements, which have undergone an audit by Ernst & Young Financial-Business Advisors SpA. Detailed financial information is available on [the ICCROM website](#) upon approval by the General Assembly.

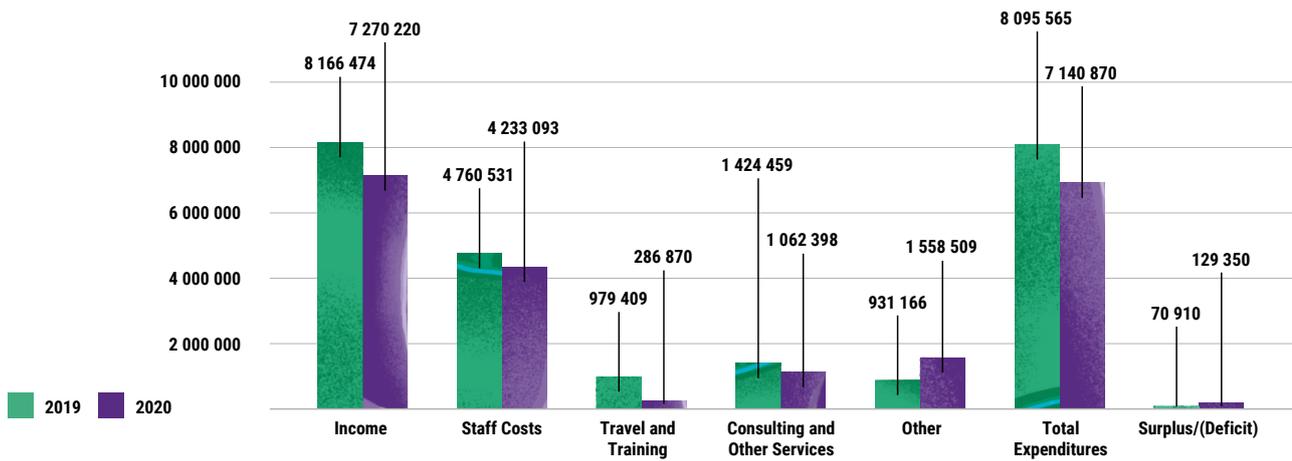
Balance Sheet Comparison 2019–2020



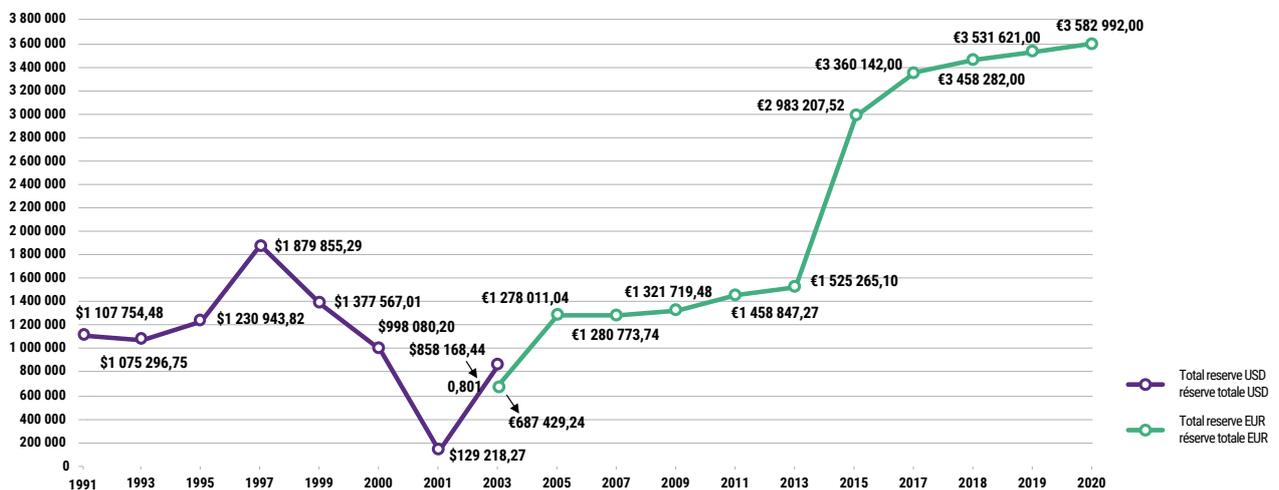
Income and Expenditures 2020



Income and Expenditures Comparison 2019–2020



Reserve Status



OUR TEAM

Office of the Director-General

Webber Ndoro, Director-General
Pilar House, Executive Assistant

Programmes Unit

- Valerie Magar, Unit Manager, Programmes
- Eugene Jo, Programme Manager, World Heritage Leadership
- Aparna Tandon, Senior Programme Leader, First Aid and Resilience for Cultural Heritage in Times of Crisis | Digital Heritage
- Espéra Donouvossi, Project Manager, Youth.Heritage.Africa (since October 2020)
- Rohit Jigyasu, Project Manager, Urban Heritage, Climate Change & Disaster Risk Management
- Fujio Ichihara, Project Manager (Japanese Secondment until August 2020)
- Daniela Sauer, Lead Librarian
- Cécile Gallon, Librarian
- Anait Abramyan, Library Assistant
- Elisa Ortiz, Programmes Assistant
- Alice Iemali, Programmes Assistant
- Rahel Wolde Mikael, Programmes Assistant
- Yasmin Hashem, Programme Assistant, First Aid and Resilience Programme (since October 2020)

Strategic Planning Unit

- José Luiz Pedersoli Jr., Unit Manager, Strategic Planning
- María Mata Caravaca, Manager, Records and Archives
- Alison Heritage, Project Manager, Strategic Planning and Research
- Isabelle Verger, Strategic Planning Assistant
- M. Anna Stewart, Activity Coordinator in Strategic Planning
- Sabina Giuriati, Data Management Assistant

Partnership and Communication Unit

- Joseph King, Director of Partnership and Communication
- Maria Teresa Jaquinta, Senior Project Manager, Member States and Partnerships
- Jennifer Copithorne, Lead Communications Officer
- Chadi Abi Faraj, Communications Officer
- Cristina Parrini, Member States and Partnerships Assistant
- Isabelle d'Ailhaud de Brisis, Partnership and Communications Assistant

Administration Unit

- Nazzareno Todini, Administrative Officer (since September 2020)
- Maurizio Moriconi, Head of Accounting
- Anna Berardino, Senior Accounting Assistant

- Elena Incerti Medici, Senior Accounting Assistant
- Daniele Mangiapia, Administrative Assistant (since February 2020)
- Roberto Nahum, Head of Information Systems
- Marco Carra, Information Systems Assistant
- Giuseppe Cioffi, Head of Logistics
- Dilum Chaminda Nanayakkara, Logistics Assistant and Driver
- Pascale Retailleau, Human Resources Assistant

Regional Office in Sharjah

- Zaki Aslan, Director, ICCROM-Sharjah Regional Office
- Anwar Sabik, Manager, Planning and Field projects
- Abdullah Halawa, Manager, Policy Projects and Studies
- Shireen Sahouri, Manager, Outreach and Development
- Lama Said, Manager, Continuing Education
- Ghada Chater, Project Associate, Communication and Publications
- Mahil Al-Yafeai, Operations Officer
- Maher Awad, Programme Administrative Assistant

- Fatemeh WatanDoost, Executive Assistant
- Shahul Hameed Nalakath, Logistics Assistant

Programme Contributors

- Corinne Achermann, Library
- Hiba Al-Kadri, ATHAR Programme
- Jui Ambani, FAR Programme
- Bashobi Banerjee, Communications
- Flavia Bottoni, Records and Archives
- Sarah Court, WHL Programme
- Luisa de Marco, WHL Programme
- Felipe Echeverri Velasco, WHL Programme
- Lucia Estepa Nieto, LAC Programme
- Nicole Franceschini, WHL Programme
- Maya Ishizawa, WHL Programme
- Rim Kelouaze, YHA Programme
- Leticia Leitao, WHL Programme
- Camilla Possenti, Office of the Director-General
- Ahmed Suleiman, ATHAR/FAR Programme
- Jane Thompson, WHL Programme

Interns

ICCROM offers additional capacity building opportunities to emerging professionals in our Member States through our internship programme. For more info visit our website or write us at internships@iccrom.org.

France: Rémy Emmenecker, Library

India: Mohona Chakraborty, First Aid and Resilience; Aishwarya Deshmukh, World Heritage and Capacity Building

Italy: Camilla Ravetto, Communications; Giada Borsetti, Member States and Partnerships

Jordan: Hedaya Gharaibeh, First Aid and Resilience

Republic of Korea: Sojeong Kang, World Heritage and Capacity Building

United States: Alyssa Rose Gregory, ICCROM-Sharjah



Megalithic Jar Sites in Xiengkhuang – Plain of Jars, Lao People's Democratic Republic. © ICCROM



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