



**First Aid and Resilience for Cultural Heritage in Times of Crisis
Programme (FAR)**

Appeal for developing capacities for
crisis response and recovery of cultural
heritage in Ukraine



Funds requested: **EUR 1.260.000**

Period: **June 2023- March 2026**

Funds committed by the Cultural Heritage Policy Section of the European Commission: **EUR 100.000**

Funds committed by the U.S. Ambassadors Fund for Cultural Preservation: **EUR 229.625(USD 245.852)**

Funds gap to be filled: **EUR 930.375**

One year on, the armed conflict in Ukraine has led to an unprecedented humanitarian, environmental, and economic crisis. According to the UN, nearly 14 million Ukrainians were displaced, including many heritage professionals and cultural bearers, leading to significant gaps in capacities for risk mitigation, emergency preparedness, response and recovery planning for heritage.

The widespread destruction of infrastructure in villages and cities includes extensive damage to Ukraine's tangible and intangible heritage. [UNESCO](#) has verified damage to over **246 cultural sites** while Ukraine's Ministry of Culture and Information Policy has recorded **464** due to the ongoing armed conflict between Russia and Ukraine. The highest number of destroyed or damaged sites have been recorded in Kharkiv, Donetsk, and Kyiv oblasts.

As of 08 March 2023, UNESCO has verified that

246 sites have been damaged 

107 religious sites **20** museums

12 libraries **19** monuments

88 historic buildings or buildings dedicated to cultural activities

Source: Preliminary damage assessment for cultural properties, UNESCO, 08 March 2023

As heritage on the frontlines continues to face the risk of indiscriminate and intentional damage, this number is only likely to increase.

ICCROM's response to heritage safeguard in Ukraine

ICCROM's Council, which is its highest governing body, adopted a resolution on 4 May 2022 recognising the urgent need to protect and safeguard cultural heritage in Ukraine. The resolution upheld the actions taken by ICCROM through its flagship capacity development programme, First Aid and Resilience for Cultural Heritage in Times of Crisis (FAR). [Read the full resolution here.](#)

July 2022

Joint technical mission with ICOMOS and ALIPH

A joint technical ICCROM-ICOMOS mission to Ukraine, joined by the ALIPH Foundation, took place between 9-17 July 2022. The objectives of this mission included: gaining a better understanding of **the emergent on-the-ground needs, identifying gaps in capacities, field-testing the mobile and web-based app** developed by ICCROM to conduct a damage and risk assessment, as well as providing **technical advice.**



March 2022 - Ongoing

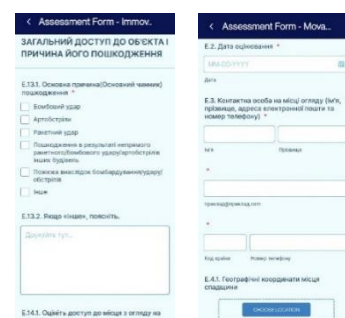
Online training on damage and needs assessment

ICCROM co-organized a two-day **emergency online training workshop for 77 diverse professionals from 14 oblasts** in Ukraine to develop a common methodology for carrying out systematic **damage and risk assessments**, documenting war damage, as well as **estimating post-war recovery needs** for cultural heritage.



Development of tailored damage and risk assessment forms and a web and mobile-based application

ICCROM, in collaboration with its local partner, Heritage Emergency Rescue Initiative ([HERI](#)), customized damage and risk assessment forms for movable, immovable and intangible heritage. The forms have been transferred to a **secure mobile and web-based application**, which can be used both online and offline. The app is now made available **on android, iOS and web** versions in both **English and Ukrainian**, as well as is being **used and updated regularly**.



February 2022 - Ongoing

Translation of key emergency response resources

To guide on-the-ground evacuations and emergency operations, as well as offer technical support to Ukrainian communities and institutions amid the armed conflict, ICCROM, in collaboration with UNESCO, Prince Claus Fund and HERI, translated key resources into Ukrainian:

1. [Endangered Heritage: Emergency Evacuation of Heritage Collections](#) (Спадщина у небезпеці – Екстрена евакуація культурних цінностей). – **Completed**
2. First Aid to Cultural Heritage in Times of Crisis [Handbook](#) and [Toolkit](#) – **Ongoing**



Creating strong partnerships with local actors

ICCROM has created a strong partnership with local bodies including the [Ministry of Culture and Information Policy of Ukraine](#), local NGOs and organizations such as ICOMOS Ukraine and ICOM Ukraine. Additionally, ICCROM FAR has provided advisory support to establish the Heritage Emergency Rescue Initiative ([HERI](#)), a cohort of Ukrainian museum experts conceived by FAR alumnus, Ihor Poshyvailo. HERI has supported emergency aid for over 78 institutions in Ukraine as of August 2022.

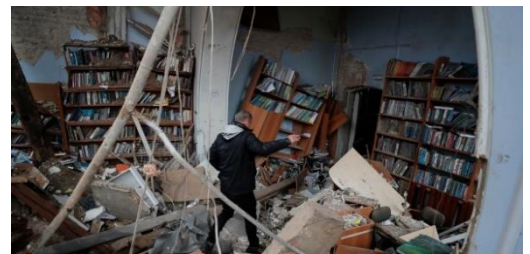
Immediate needs/actions identified:

ICCROM has identified the following needs on-the-ground in collaboration with the Ministry of Culture and Information Policy of Ukraine, key national NGOs and local heritage organizations.

- **Co-develop a coordinated national response strategy**, which guides the creation of a centralized body and a system to assist in the recovery of heritage
- **Enhance preparedness by training a highly specialized team of cultural first aiders** that can assist the government in responding and stabilizing different types of heritage, as well as train others.
- **Create a sectorized GIS-based risk map for heritage** locating at-risk or damaged heritage in three main areas: regions under occupation; regions on the war frontline; regions that are behind the frontlines but are at risk of sporadic attacks.
- **Gather, triangulate and analyse the damage and risk assessment data** for affected heritage sites to verify damage, define priorities for intervention, and develop cost estimates for heritage first aid and recovery.
- **Identify and customize technologies for documentation** to assist heritage recovery. This documentation should be findable, accessible, interoperable and reusable.
- **Provide clear guidelines adhering to international legal agreements**, as well as resources for evacuation and relocation to safe storage spaces.



Extensive structural damage to the Regional Library for Children in Chernihiv, Ukraine. *Credits: Aparna Tandon*



Interior view of the damage to the Regional Library for Children in Chernihiv, Ukraine. *Credits: Aparna Tandon*



A collapsed vault ceiling of a church in Ukraine. *Credits: Aparna Tandon*

An integrated project for capacity development for cultural heritage first aid, recovery and resilience

Given the widespread destruction of Ukraine's cultural heritage, which is at the core of its national identity and is a source of resilience, **a coordinated national response and recovery strategy and a national team of cultural heritage first aiders** are urgently needed.

Building on its current actions in Ukraine, ICCROM in collaboration with its Member States, the Ministry of Culture and Information Policy of Ukraine, UNESCO, ICOMOS Ukraine, ICOM Ukraine, HERI, and the ICCROM-FAR alumni network in the region, proposes a **32-month capacity development project**. Through targeted field-based activities, hands-on practical training, simulations and the development of customised tools, the project will include:



Between 2023-2026, the project will be divided into **four phases of activities**:

Please note that timelines may shift based on safety and security.



Phase 1: Data Analysis and Risk Mapping

June 2023 – February 2023 (8 months)

Fully Funded by the U.S. Ambassadors Fund for Cultural Preservation

Building on the existing capacities, resources and partnerships, ICCROM, HERI and the Ministry of Culture and Information Policy of Ukraine will develop a comprehensive **GIS-based risk map** by **making systematic efforts to analyse and triangulate existing damage and risk data** collected from various sources. JotForm, a web and mobile application customized by ICCROM for Ukraine, will be used to **centralize the data on a secure server**.

Timeline of activities

May 2023 – June 2023

Project planning

This month will be dedicated to identifying experts, developing agreements with project partners, updating project action plan and developing a calendar of activities based on the security situation in Ukraine, engaging relevant stakeholders, as well as organizing online orientation for the damage and risk assessment teams on-the-ground

June 2023 - August 2023

In-Person training for emergency documentation and risk assessment

Selection of site for the in-person training, planning and designing of the workshop programme, and organization of logistics will be conducted in this time. A team of 25-30 cultural first aiders representing diverse fields will be trained to carry out **emergency documentation and risk assessment on-site**, as well as use technology such as photogrammetry, laser scanning, etc. to assist in the recovery of heritage.

September 2023 - November 2023

Expeditions for conducting damage and risk assessment missions by the trained team

The trained team of cultural first aiders will carry out field missions to collect damage and risk assessment data from **at least 20 damaged and at-risk heritage sites** on the frontlines. These missions will require close coordination with the military and the civil defence of Ukraine.

September 2023 – February 2024

Triangulation and analysis of data to produce a GIS-based risk map with layered information

Systematic efforts will be made to **centralize** all data, including the ones collected by external sources by **analysing, triangulating and layering** the data using a **GIS-based system** and developing a **comprehensive risk map** of the affected areas.

Mode of Delivery

01 In-person training

20 expeditions supported by experts to conduct damage and risk assessment

03-04 online workshops and expert consultations for data analysis and GIS Mapping

Expert-led report generation with cost estimates and solutions for all types of heritage

Expected Outcomes

- **Triangulation and analysis of verifiable damage and risk data** to coordinate response, avoid duplication of efforts by developing strong partnerships and enable efficient use of resources;
- **Providing verified damage data to agencies investigating war crimes;**
- **A comprehensive and sectorized GIS-based risk map for heritage with centralized data** which will reflect needs, ascertain priorities, estimate supplies and cost of intervention, as well as identify the type of expertise needed for an efficient response and recovery planning;

- **A team of 25-30 highly specialized cultural first aiders who will use emergency documentation and risk assessment tools and technologies** such as 3D laser scanning, photogrammetry, and total station, as well as develop necessary skills on how to take clear pictures of damages, how to draw plans and maps, etc. to assist in the recovery of heritage;
- **Enhanced capacity to monitor the identified risks and improve emergency preparedness** for the conservation and risk mitigation of heritage sites and collections of national and international significance;
- **Inter-agency coordination and cooperation mechanisms** between different institutions and stakeholders, which will help collate damage and risk information from different sources.



Phase 2: Training of the first functioning national team of cultural first aiders for providing first aid to cultural heritage and emergency response.

March 2024 – March 2025 (12 months)

Estimated Cost: EUR 650.000

Co-developed in partnership with HERI and the Ministry of Culture and Information Policy of Ukraine, an in-person workshop will **train 45-50 heritage professionals** from diverse fields to function as the first **national team of cultural first aiders** to safeguard heritage in times of crisis. This project aims to develop skills, procedures and mechanisms to **activate emergency response** in coordination with other national security and emergency response institutions and initiatives.

March 2024 - May 2024

Selection and preparation of a case study site

In preparation for the hands-on training and field schools, **a site will be selected and prepared** to ensure that trainees are working in a safe environment. Expert missions will involve technical advice for the removal **of explosives, salvage** of heritage fragments **and structural stabilization of the site**.

June 2024 (Over 10 days – in 02 batches)

First in-person training on safety, security and inter-agency coordination

Using existing case studies of damage and risk assessment, hands-on training will be provided to a team of **45-50** diverse professionals on **personal safety and security** for working in hazardous conditions **as well as working with other actors** such as the civil defence, military, local police, the fire department, etc. This phase will train two groups over three days each.

September 2024 (Over 20 days – in 02 field schools)

02 field schools for training on first aid and recovery planning for movable and immovable heritage

Using **interactive learning sessions**, on-site simulations and role-plays, this training will help **45-50 cultural first aiders** (20-25 in each school) to develop **practical skills for protecting both movable and immovable different types of cultural heritage**, as well as enhance inter-agency coordination by working with humanitarian aid, peacebuilding and disaster risk management professionals.

1. Field school on built heritage

Over 10 days, a team of **20-25 cultural first aiders** will be trained to provide first aid to cultural heritage, conduct emergency documentation, on-site damage and risk assessment, as well as coordinate with diverse actors to secure and stabilize the heritage at-risk and promote early recovery.

2. Field school on heritage collections

Over 10 days, this training will be divided into modules on the safeguarding of collections in archives, museums and libraries. A team of **20-25 cultural first aiders** will learn about emergency documentation, evacuation and salvage of heritage objects and collections.

March 2024 (Over 15 days – in 02 modules)

In-person training for safeguarding religious places and intangible heritage, as well as working with communities

20-25 cultural first aiders will learn the interconnections between providing humanitarian aid and first aid to cultural heritage, especially for community-managed at-risk heritage sites such as religious places. This training component will focus on how intangible heritage and its recovery, and its tangible manifestations can be used to provide psychosocial support and promote reconciliation and peacebuilding. The next part will focus on sharing tools and resources needed for safeguarding their intangible heritage and promoting early recovery.

Mode of Delivery

01 expert mission for preparation of case study site

04 in-person training workshops, dedicated to first aid to movable, immovable and intangible heritage.

Each training foresees the participation of 20-25 professionals. Please note that some participants may be common to two or more field schools.

10 days – Personal safety and security and inter-agency coordination

10 days – Museums, Archives and Libraries

10 days – Built Heritage

05 days – Religious places and working with the community

05 days – Intangible Heritage

Expected Outcomes

A national task team of 45-50 diverse professionals trained to activate emergency response and provide first aid to different types of heritage, including built heritage, collections held by museums, libraries, archives and religious places, and intangible heritage. Those trained will be able to:

- **Carry out on-site damage and risk assessments for cultural heritage** in hazardous situations, while being familiar with basic requirements of personal safety and security, and taking into account the risk multiplying factors such as drivers of conflict or instability;
- **Assess and monitor risks, document damage and stabilise all forms of heritage** to ensure its long-term recovery;
- **Implement emergency structural stabilization, salvage and evacuation** at affected sites, as well as where needed, and set up safe and secure temporary storage;

- **Plan** purpose-built storage to house collections and historic building parts on a long-term basis;
- **Identify priorities for cultural heritage first aid**, as well as secure, salvage and stabilize a variety of cultural materials and structures;
- **Be familiar with basic principles of effective teamwork** and the value of multi-disciplinary teams and be equipped with essential coordination and communication skills;



Phase 3: Development of a coordinated national response system

April 2024 – April 2025 (12 months)

Estimated Cost: EUR 160.000

Over 12 months this phase will focus on co-developing a manual, which will outline **standard procedures and protocols for emergency response, and safeguarding of collections** held in museums, archives, libraries and religious places. Engagement of museum directors and key collections staff will be ensured including other relevant national and regional decision-makers to **co-develop clear guidelines**. The **trained first aiders will be a part of the entire process**, enabling them to activate emergency response in times of crisis.

April 2024 – June 2024

03 high-level in-person workshops for providing training and enhancing interagency coordination mechanisms.

Three high-level workshops will involve decision makers, local NGOs, key representatives of response and recovery agencies, the Ministry of Culture and Information Policy of Ukraine, directors of cultural heritage institutions, as well as key international and national agencies such as UNESCO, ICOM Ukraine, ICOMOS Ukraine and the national armed forces to develop a coordinated national response system.

July 2025 - September 2025

02 Emergency simulations through table-top exercises

Multi-actor simulations will be organised to **develop and field-test coordinated national response mechanisms and procedures**. These scenario-based simulations will include 2 table-top exercises where cross-sectoral and inter-disciplinary discussions will highlight the existing vulnerabilities and capacities and help enhance their preparedness to safeguard heritage during emergencies.

October 2025 - April 2025

Develop a manual with procedures for activating emergency response in compliance with the existing international framework and regulations for emergency response

The manual will act as a national resource, documenting **approved emergency mechanisms and procedures** for heritage sites, museums, archives and libraries to help decide when, how and where to evacuate, as well as what steps to take to safeguard cultural heritage in times of crisis.

Mode of Delivery

A series of online consultations using data visualization tools to help develop a coordinated national strategy for emergency response

03 in-person high-level workshops involving diverse stakeholders

02 multi-actor tabletop exercises to test emergency response mechanisms

Expected Outcomes

- **A national body/department for planning and implementing emergency response** and recovery of cultural heritage, as well as managing the national cultural response system;
- **A coordinated national strategy** for crisis response, cultural heritage first aid and early recovery;
- **Strong inter-agency coordination** through defined formal arrangements with the army and civil defence for facilitating first aid to cultural heritage in times of crisis;
- **Clear definition of roles and responsibilities, as well as the development of communication protocols** for key actors, agencies and sectors, ensuring a coordinated and effective emergency response for safeguarding cultural heritage in times of crisis;
- **Enhanced capacity to make risk-informed decisions by establishing** guidelines on when, how and who will activate a response, carry out evacuations, provide first aid to damaged collections and secure digitised content;
- **A comprehensive manual with procedures for activating emergency response** and providing first aid to cultural heritage in times of crisis in compliance with the existing international framework and regulations for emergency response and recovery of cultural heritage, in both English and Ukrainian;
- **Mechanisms, protocols and procedures** for coordinated emergency response for museums, archives and libraries to prioritize actions and identify the immediate interventions;
- **Clear guidelines for a safe transfer of cultural collections** from one location to another, with the support of partners;
- **Accessible documentation that is** owned by the personnel in charge of various heritage sites and institutions for enhancing risk reduction and emergency preparedness;
- **Enhanced cooperation between the ICCROM Member States**, acting on the common goal of safeguarding cultural heritage in times of crisis in Ukraine;



Phase 4: Training by Trainers – Enhancing preparedness and building local capacity
May 2025 - March 2026 (10 months)
Estimated Cost: EUR 250.000

In partnership with HERI and the Ministry of Culture and Information Policy of Ukraine, this phase foresees **building capacity**, training more **volunteers** and a **sectorized team of specialists** for enhanced emergency preparedness, as well as an evaluation of the national response system in place through a multi-actor **nation-wide simulation of an emergency**.

May 2025 - September 2025

Training by trainers – enhancing preparedness and building local capacity

The **highly specialized team of cultural first aiders** will be encouraged and supported through **online consultations and workshops** to build further capacity in the country by training other professionals to provide first aid to cultural heritage in times of crisis, as well as enhance preparedness for emergency response in times of crisis.

October 2025

A multi-actor nationwide scenario-based simulation

A scenario-based simulation of an emergency will be conducted on a nationwide scale, involving multi-disciplinary actors from across the country and the team of cultural first aiders to **test and evaluate the coordinated emergency response** system set up as a result of this project.

November 2025 –March 2026

Evaluation, monitoring and reporting

The manual on coordinated emergency response procedures will be edited based on the lessons learned and the results of the simulations and **published widely** across the country. The project will be closed by providing an investigative and systematic **reporting of activities, budgets and final evaluations**.

Mode of Delivery

01 nationwide simulation

Monthly meetings and consultations

01 manual on coordinated procedures for activating an emergency response

Closing of project

Expected Outcomes

- A **functional emergency response system** duly tested through a nationwide simulation;
- **Enhanced national capacity to train volunteers from local communities** to implement in-situ protection measures, as well as to carry out evacuations of collections, if and when needed;

- **Field-tested and standardized procedures for emergency response**, first aid and recovery planning codified in a manual;
- **10 institutions in Ukraine will adopt the coordinated, field-tested manual** for emergency response and heritage safeguarding in times of crisis;
- An investigative **evaluation report of activities**, based on success indicators defined at the beginning of the project;

Who will be involved?

This proposed capacity development project will be executed with the support of **ICCROM Member States**, in close coordination with **UNESCO** and partnership with **ICOMOS International, Ministry of Culture and Information Policy Ukraine and Heritage Emergency Response Initiative, ICOM Ukraine, and ICOMOS Ukraine**. This project will also ensure the involvement of local NGOs, other government agencies, as well as cultural institutions, which cover all types of heritage.

Participants

The first national team of cultural heritage first aiders will comprise **45-50 multidisciplinary mid-career professionals**, who will be trained in phases 1 and 2 of this project. These professionals will be identified by the Ministry of Culture and Information Policy of Ukraine and the Heritage Emergency Response Initiative (HERI).

Trainers and Resource Persons

A multidisciplinary team drawn from ICCROM and FAR alumni, ICOMOS, HERI and other partner networks will lead the training. **10-12 session lecturers** engaged in each workshop will have experience in humanitarian assistance, safety and security of heritage sites, recovery planning, cultural heritage conservation, disaster risk management, and mediation and negotiation. Former ICCROM trainees from Ukraine will form a core part of the resource team and will ensure that the training is tailored to serve existing and emergent local needs.

Working language

This project will be conducted in both **English and Ukrainian**. Simultaneous interpretation will be provided throughout the project and lectures, resources, reading materials and handouts will also be translated into Ukrainian. Additionally, manuals and guidelines, as well as a common glossary for first aid to cultural heritage in times of crisis developed as a result of this project will also be made available in both English and Ukrainian.

For further information, please contact:

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