



# **Programme of Work and Budget 2026-2027**

**Approved**

# Programme of Work and Budget 2026–2027

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## A. INTRODUCTION

### A.1 Director-General's vision

As the world confronts increasingly complex challenges, ICCROM stands ready to empower Member States to conserve and safeguard heritage as a means of equipping societies for the future. Nearly 70 years since our founding, our core mandate remains unchanged – and yet the demand for our expertise, innovation, and collaboration continues to grow.

To meet the evolving needs of our Member States and their heritage, the Programme of Work and Budget 2026–2027 marks a pivotal new chapter for ICCROM. It is the first biennium fully aligned with our new Strategic Plan 2026–2031 and reflects a significant evolution in how we define success and deliver impact.

Over the next two years, I envision an ICCROM that is not only responsive to immediate needs, but also proactive in shaping the future of heritage conservation. We are entering this biennium with an outcomes-based, programmatic approach – moving beyond activity-based implementation towards an integrated, results-driven planning framework centred on our Strategic Directions and Priority Areas. These are grounded in our Vision of **CARE**: to Conserve, Activate, and Recognize the full potential of heritage to improve lives and livelihoods, strengthen communities and protect our planet through transformative capacity building initiatives at the individual, societal and policymaking levels. These Strategic Directions are being advanced through a “One ICCROM” approach, fostering cross-functional collaboration, shared ownership of results, and a unified, purpose-driven culture across the Secretariat.

This evolution is part of a broader institutional transformation. We are deepening our internal reforms to strengthen governance, implement more cost-effective and efficient management, increase compliance, and ensure full transparency and accountability in all we do. These efforts are underpinned by five key organizational enablers – investment in our workforce; enhanced governance and management; strengthened strategic planning and evaluation; expanded visibility, partnerships and resource mobilization; and advanced technology and infrastructure – which together provide the foundation for our long-term sustainability and success.

Our ability to deliver on this ambitious Programme of Work is only possible through the enduring commitment of our Member States. Our core budget, funded through assessed contributions, remains the bedrock of our operations, and we are deeply grateful to those governments who continue to uphold this essential support. We also extend our sincere appreciation to our partners and donors, whose voluntary contributions allow us to sustain and replicate ongoing initiatives and launch transformative new ones. Their support is critical to scaling our work and responding to new and emerging priorities.

The 2026–2027 budget is based on a zero nominal growth assumption, and ICCROM remains firmly committed to the highest standards of efficiency, quality, and cost-effectiveness. This commitment has already begun with a comprehensive review of internal policies and procedures to ensure we meet the highest standards – including strengthened internal financial control mechanisms and checks, and more transparent, merit-based recruitment practices. We continue to

rationalize expenditures, pursue further savings, and refine our cost recovery policy to ensure a funding base that supports our programmatic delivery.

This biennium is a defining moment – a time to consolidate gains, act with vision, and lead with purpose. I invite our Member States, Partners and Donors to engage with ICCROM through this Programme of Work not only as a roadmap for action, but as a shared commitment to protect, activate, and elevate heritage as a force for good. Let us move forward with unity, confidence, and resolve – for heritage, for the future it helps us build.

Let us walk this journey together to strengthen and position ICCROM as a relevant, visible, and key player in the sector, and as a solid International Organization that is both fit-for-purpose and fit for the future – grounded in its unique technical mandate and bold vision. This vision seeks to leverage the catalytic and knock-on effects of transformative capacity building as a propeller of responsible, long-term development and lasting solutions at all levels of society, in service of all its Member States. Together, let us strive to fulfil an existential aspiration and a shared responsibility: to conserve, preserve, and celebrate our legacy so that we may pass it on to future generations – our heritage is our future.



**Aruna Francesca Maria Gujral**  
**Director-General**

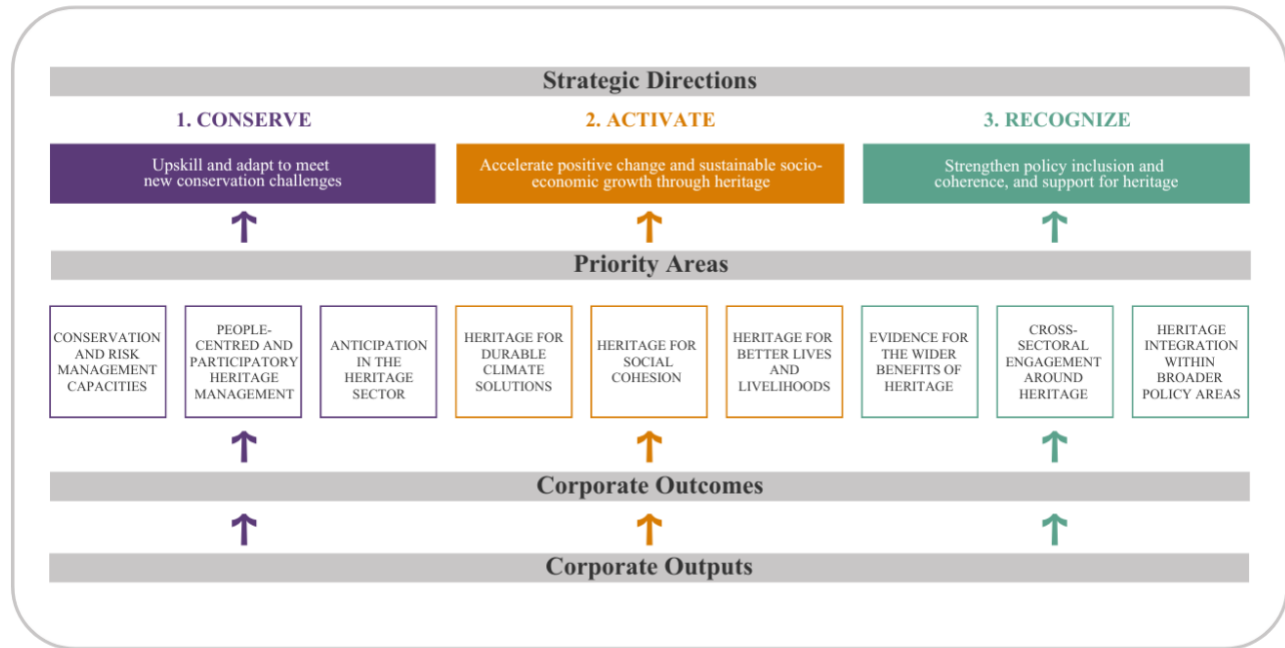
## A.2 Strategic plan into action

ICCROM's Strategic Plan 2026-2031 is driven by a vision of **CARE** for heritage: to **Conserve**, **Activate**, and **Recognize** its full potential to enrich the lives of all. By conserving, promoting and celebrating this shared legacy, ICCROM is committed to serving its Member States and contributing to a world where heritage is a cornerstone of socio-economic growth, sustainability and well-being. In doing so, ICCROM affirms that heritage is a vital, living resource that can be used to shape better futures for everyone.



This Programme of Work and Budget 2026–2027 (PWB) operationalizes ICCROM's Strategic Plan 2026–2031, outlining the planned corporate outputs for the biennium and their contributions to achieve the envisaged outcomes to better serve our Member States in the long term. The PWB is derived from the new Strategic Framework, which comprises three Strategic Directions, each with three Priority Areas.

## ICCROM Strategic Framework 2026–2031 (simplified schema)



The means of action to deliver the Strategic Plan and the derived PWB remain aligned with ICCROM’s statutory functions: information, research, cooperation, training and advocacy. Emphasis is placed on working cohesively and leveraging in-house expertise to align our efforts across the nine Priority Areas. The Secretariat will enhance teamwork and collaboration, delivering expected outputs in a more integrated and coordinated manner to achieve outcomes and sustainable impacts as **One ICCROM**.

Co-creation, both inside and outside the organization, serves as a key driving force to support the systematic design and delivery of integrated programmatic interventions, models, standards, tools and guidelines. Innovation and flexibility to adapt to changing circumstances will also be key to the PWB’s success, allowing ICCROM to respond effectively to emerging challenges and opportunities. Potential risks will be identified and managed, ensuring the PWB remains resilient and adaptable.

Five key **organizational enablers** have been identified to strengthen the organization’s systems and capacities. These enablers focus on investing in people; enhancing governance and management; strengthening strategic planning and evaluation; expanding visibility, partnerships, and resource mobilization; and advancing technology and infrastructure. Together they provide the foundation for effective, efficient, and sustainable operations to support the achievement of ICCROM’s Strategic Directions (see section D).

Leveraging its unique comparative advantage, ICCROM employs innovative, people-centred, multisectoral, and multicultural approaches as key components to enhance the impact of its initiatives. Designed for implementation across diverse regions worldwide, these approaches encompass adaptable models, methodologies, and tools that provide significant support to Member States in advancing the conservation, activation, and recognition of heritage. They include:

- **Community-based initiatives**, such as Heritage Hubs to foster engagement and skills building for young people, including women and girls, empowering them to take active roles in heritage conservation while leveraging heritage to drive positive change and sustainable economic growth.
- **On-the-ground field projects** aimed at developing practical, context-specific ways to empower local actors to preserve their heritage sustainably while addressing contemporary challenges including crisis situations.
- **Practical methodologies and tools**, such as Disaster Risk Management (DRM) and Heritage Impact Assessment resources to help safeguard heritage, develop heritage-based solutions for climate resilience, and balance development with conservation efforts.
- **Transformative capacity building curricula**, such as the People-Nature-Culture and First Aid courses, as well as training in collections management and cultural materials conservation with the aim of building stronger communities of practice.
- **Evidence-based strategies** to align efforts with real-world needs, supported by research and foresight methods, to identify emerging priorities.
- **Comprehensive approaches based on in-depth needs assessments**, such as for the protection and maintenance of cultural collections and digital heritage.
- **Advocacy efforts** through communications campaigns and high-level representation, to promote a holistic and participatory approach to heritage care while maximizing its potential to contribute to wider societal goals, advocating for its inclusion in broader strategic agendas.
- **Multilingual activities and resources** to overcome language gaps and ensure the effective transfer of knowledge and skills.

The following table details the budget allocations by Strategic Directions and organizational Enablers with allocations for both staff and activities. It includes Regular Budget and Voluntary Contributions already secured.

Voluntary Contributions are presented as aggregated figures for the biennium because their implementation and disbursement schedules follow donor-defined timelines that do not align with the calendar year. Unlike assessed contributions, which are annual by design, VC agreements typically specify a total multi-year envelope rather than year-by-year amounts. While project-cycle specific breakdowns may be provided to donors for project-level planning and reporting, the biennial presentation in the Programme of Work and Budget offers a more accurate and policy-relevant view of the resources available for programme delivery without introducing assumptions not contained in the agreements.

*Note: The figures below have been rounded for clarity. For exact amounts, refer to the Programme of Work and the Organizational Enablers sections of this document.*

| Strategic Direction                                | Regular budget (EUR) |           |            |           | Total RB<br>2026-2027<br>(EUR) | VC in hand<br>2026-2027<br>(EUR) |           | Total<br>VC in hand<br>2026-2027<br>(EUR) | Total<br>2026-2027<br>(EUR) |
|----------------------------------------------------|----------------------|-----------|------------|-----------|--------------------------------|----------------------------------|-----------|-------------------------------------------|-----------------------------|
|                                                    | 2026                 |           | 2027       |           |                                | Activities                       | Staff     |                                           |                             |
|                                                    | Activities           | Staff     | Activities | Staff     |                                |                                  |           |                                           |                             |
| SD1/PA1                                            | 49 000               | 325 200   | 49 000     | 345 300   | 768 500                        | 1 000 000                        | 416 100   | 1 416 100                                 | 2 184 600                   |
| SD1/PA2                                            | 5 000                | 119 100   | 5 000      | 126 400   | 255 500                        | 290 000                          | 288 100   | 578 100                                   | 833 600                     |
| SD1/PA3                                            | 7 500                | 158 100   | 7 500      | 167 900   | 341 000                        | 345 000                          | 275 800   | 620 800                                   | 961 800                     |
| Total<br>SD1 - Conserve                            | 61 500               | 602 400   | 61 500     | 639 600   | 1 365 000                      | 1 635 000                        | 980 000   | 2 615 000                                 | 3 980 000                   |
| SD2/PA1                                            | 4 500                | 161 000   | 4 500      | 171 000   | 341 000                        | 80 000                           | 315 000   | 395 000                                   | 736 000                     |
| SD2/PA2                                            | 6 000                | 119 500   | 6 000      | 127 000   | 258 500                        | 90 000                           | 259 000   | 349 000                                   | 607 500                     |
| SD2/PA3                                            | 5 000                | 99 700    | 5 000      | 105 800   | 251 500                        | 3 142 900                        | 658 100   | 3 801 000                                 | 4 016 500                   |
| Total<br>SD2 - Activate                            | 15 500               | 380 200   | 15 500     | 403 800   | 815 000                        | 3 312 900                        | 1 232 100 | 4 545 000                                 | 5 360 000                   |
| SD3/PA1                                            | 2 500                | 187 700   | 2 500      | 199 300   | 392 000                        | 129 000                          | 275 000   | 404 000                                   | 796 000                     |
| SD3/PA2                                            | 2 500                | 143 300   | 2 500      | 152 200   | 300 500                        | 460 000                          | 269 000   | 729 000                                   | 1 029 500                   |
| SD3/PA3                                            | 17 500               | 139 400   | 17 500     | 148 100   | 322 500                        | 196 000                          | 286 000   | 482 000                                   | 804 500                     |
| Total<br>SD3 - Recognize                           | 22 500               | 470 400   | 22 500     | 499 600   | 1 015 000                      | 785 000                          | 830 000   | 1 615 000                                 | 2 630 000                   |
| Investing in people                                | 46 500               | 217 000   | 46 500     | 230 500   | 540 500                        | 95 000                           | 35 500    | 130 500                                   | 671 000                     |
| Internal governance and management                 | 211 500              | 452 500   | 211 500    | 480 500   | 1 356 000                      | 90 000                           | 365 500   | 455 500                                   | 1 811 500                   |
| Strategic planning, monitoring and evaluation      | -                    | 258 000   | -          | 274 000   | 532 000                        | 100 000                          | 103 000   | 203 000                                   | 735 000                     |
| Visibility, partnerships and Resource Mobilization | 30 000               | 284 000   | 30 000     | 301 000   | 645 000                        | 176 000                          | 415 500   | 591 500                                   | 1 236 500                   |
| Technology and infrastructure                      | 462 000              | 243 700   | 462 000    | 258 800   | 1 426 500                      | 648 000                          | 210 500   | 858 500                                   | 2 285 000                   |
| Total - Enablers                                   | 750 000              | 1 455 200 | 750 000    | 1 544 800 | 4 500 000                      | 1 109 000                        | 1 130 000 | 2 239 000                                 | 6 739 000                   |
| Programme Support Costs (PSC)*                     |                      |           |            |           |                                |                                  |           | 581 000                                   | 581 000                     |
| Total                                              | 849 500              | 2 908 200 | 849 500    | 3 087 800 | 7 695 000                      | 6 841 900                        | 4 172 100 | 11 595 000                                | 19 290 000                  |

*\*Programme Support Costs (PSC) are the standard cost-recovery charges applied to Voluntary Contributions. Calculated as 10% - or another rate agreed with the donor - of signed and contracted agreements, PSC resources support the smooth running of programmatic and operational activities, including the enabling functions required for programme delivery. While presented under the Enablers because of their “enabling” nature, these funds will be allocated across Programme Delivery Mechanisms and Organizational Enablers based on identified needs and organizational priorities.*

To ensure meaningful outputs and the achievement of ICCROM's Strategic Directions, Priority Areas and outcomes, and in consideration of the high impact of staff costs on ICCROM's primary source of income (assessed contributions from Member States), staff costs have been optimized and rationalized. The current lower impact of staff costs on the overall budget derives from the significant increase in the budget itself, due to the voluntary contributions secured in the past months. Staff cost optimization processes have also contributed to this result.

This optimization will further allow funding of essential early-stage investments to strengthen resource mobilization efforts that enable the implementation of key programmes and is designed to maximize return on investment and ensure value for money by enabling targeted initiatives that enhance ICCROM's capacity to attract external funding, improve operational effectiveness, and deliver tangible outputs.

Additionally, ICCROM is actively mobilizing resources to bolster its ability to deliver expanded activities and outputs across Member States. Our corporate resource mobilization target for the 2026–2027 biennium is to increase the voluntary contributions by 20% over the funds currently in hand, enabling ICCROM to achieve aspirational outputs across its Priority Areas. These additional funds will empower the organization to drive positive change more effectively while ensuring long-term financial sustainability.

## B. PROGRAMME OF WORK

This section presents the Programme of Work under each Priority Area of ICCROM's new Strategic Framework. For each Priority Area, ICCROM's contributions to the short-term, intermediate, and long-term outcomes are presented to reflect the envisaged change pathways, illustrating how progress unfolds over time. The common underlying logic across all Priority Areas is that ICCROM's interventions drive positive behavioural change and increase access to resources (methodologies, tools, technical information, etc.), knowledge and skills among target groups.

Progress towards the outcomes is achieved through the planned corporate outputs for the 2026–2027 biennium, which are listed under each Priority Area. The planned outputs and targets are split between those for which funding is secured (through voluntary contributions in hand and the regular budget) and aspirational outputs for which voluntary contributions need to be raised.

The corporate outputs under each Priority Area reflect their primary thematic focus. Many corporate outputs contribute to both their designated Priority Areas as well as others, either within the same Strategic Direction or across different Strategic Directions. This is consistent with ICCROM's Strategic Framework, which underscores the interconnectedness of the Priority Areas within a larger programmatic approach.

### B.1 Strategic Direction 1 – Conserve: Upskill and adapt to meet new conservation challenges

Strategic Direction 1 focuses on enhancing technical conservation and heritage risk management capacities, advancing more people-centred and participatory governance models, and strengthening the sector's ability to anticipate and respond to future risks and opportunities effectively.

### B.1.1 Priority Area 1 – Conservation and risk management capacities

|                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Long-term outcome                                                                                                                                                                                                                                                | By 2031, Member States have better heritage conservation and risk management approaches.                                                                                                                                                                                                                                                                                                                      |
| ↑                                                                                                                                                                                                                                                                | ↑                                                                                                                                                                                                                                                                                                                                                                                                             |
| Intermediate outcome                                                                                                                                                                                                                                             | Heritage organizations, professionals and communities <b>more widely employ</b> improved conservation and risk management approaches, including through the adoption of innovative technologies, to address the impacts of societal shifts and other diverse and emerging hazards to heritage, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises. |
| ↑                                                                                                                                                                                                                                                                | ↑                                                                                                                                                                                                                                                                                                                                                                                                             |
| Short-term outcomes                                                                                                                                                                                                                                              | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to conserve and manage risks to heritage, including through the adoption of innovative technologies, in the face of societal shifts and other diverse and emerging hazards, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises.         |
|                                                                                                                                                                                                                                                                  | Heritage organizations, professionals and communities <b>have increased awareness</b> of innovative technologies to support heritage conservation and risk management.                                                                                                                                                                                                                                        |
|                                                                                                                                                                                                                                                                  | Heritage organizations, professionals and communities <b>have increased awareness</b> of the impacts of societal shifts and diverse and emerging threats to heritage, particularly those related to changing climate patterns, urbanization, digital transition and complex crises.                                                                                                                           |
| ↑                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                               |
| Outputs                                                                                                                                                                                                                                                          | Aspirational outputs<br>(pending mobilization of additional resources)                                                                                                                                                                                                                                                                                                                                        |
| 840 people trained:                                                                                                                                                                                                                                              | 55 people trained:                                                                                                                                                                                                                                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>• Cultural materials conservation: paper, wood, stone</li> <li>• Heritage collections conservation and management</li> <li>• Built heritage conservation</li> <li>• Heritage sites conservation and management</li> </ul> | <ul style="list-style-type: none"> <li>• Cultural materials conservation: concrete</li> <li>• Theory and history of conservation</li> <li>• Heritage documentation</li> </ul>                                                                                                                                                                                                                                 |

|                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• World Heritage conservation and management</li> <li>• Sustaining digital heritage</li> <li>• Disaster Risk Management for heritage</li> <li>• Novel methods for heritage conservation, monitoring and management</li> </ul> |                                                                                                                                                                                                                    |
| <p>Technical advisory services provided to Member States upon request</p>                                                                                                                                                                                            | <p>5 technical projects implemented at the national level in Member States (Arab Region):</p> <ul style="list-style-type: none"> <li>• Conservation and management of built heritage</li> </ul>                    |
| <p>ICCROM library collections on heritage conservation are maintained and accessible on-site and online</p>                                                                                                                                                          | <p>4 fora organized:</p> <ul style="list-style-type: none"> <li>• World Heritage sites managers</li> <li>• African World Heritage youth</li> </ul>                                                                 |
| <p>1 toolkit developed:</p> <ul style="list-style-type: none"> <li>• Novel methods for on-site and remote heritage conservation, monitoring and risk management</li> </ul>                                                                                           | <p>4 webinars organized:</p> <ul style="list-style-type: none"> <li>• Archaeological conservation</li> <li>• Heritage building information modelling (HBIM) and digital tools for heritage conservation</li> </ul> |
| <p>1 knowledge resource translated:</p> <ul style="list-style-type: none"> <li>• History of Architectural Conservation (AR)</li> </ul>                                                                                                                               | <p>1 guide published:</p> <ul style="list-style-type: none"> <li>• Integrated heritage documentation using traditional and contemporary techniques</li> </ul>                                                      |
| <p>2 conferences organized:</p> <ul style="list-style-type: none"> <li>• World Archaeology</li> </ul>                                                                                                                                                                | <p>4 journal issues published:</p> <ul style="list-style-type: none"> <li>• History and theories of heritage conservation</li> </ul>                                                                               |
| <p>1 communication campaign launched:</p> <ul style="list-style-type: none"> <li>• Innovate to protect: innovative methods for heritage conservation and management</li> </ul>                                                                                       | <p>400 historic heritage samples digitized and available online</p>                                                                                                                                                |
| <p>1 webinar organized:</p> <ul style="list-style-type: none"> <li>• Sustainable sourcing of conservation materials and adapting practices</li> </ul>                                                                                                                |                                                                                                                                                                                                                    |
| <p>1 Program development plan delivered:</p> <ul style="list-style-type: none"> <li>• Sustaining digital heritage</li> </ul>                                                                                                                                         |                                                                                                                                                                                                                    |

2 fellowships undertaken

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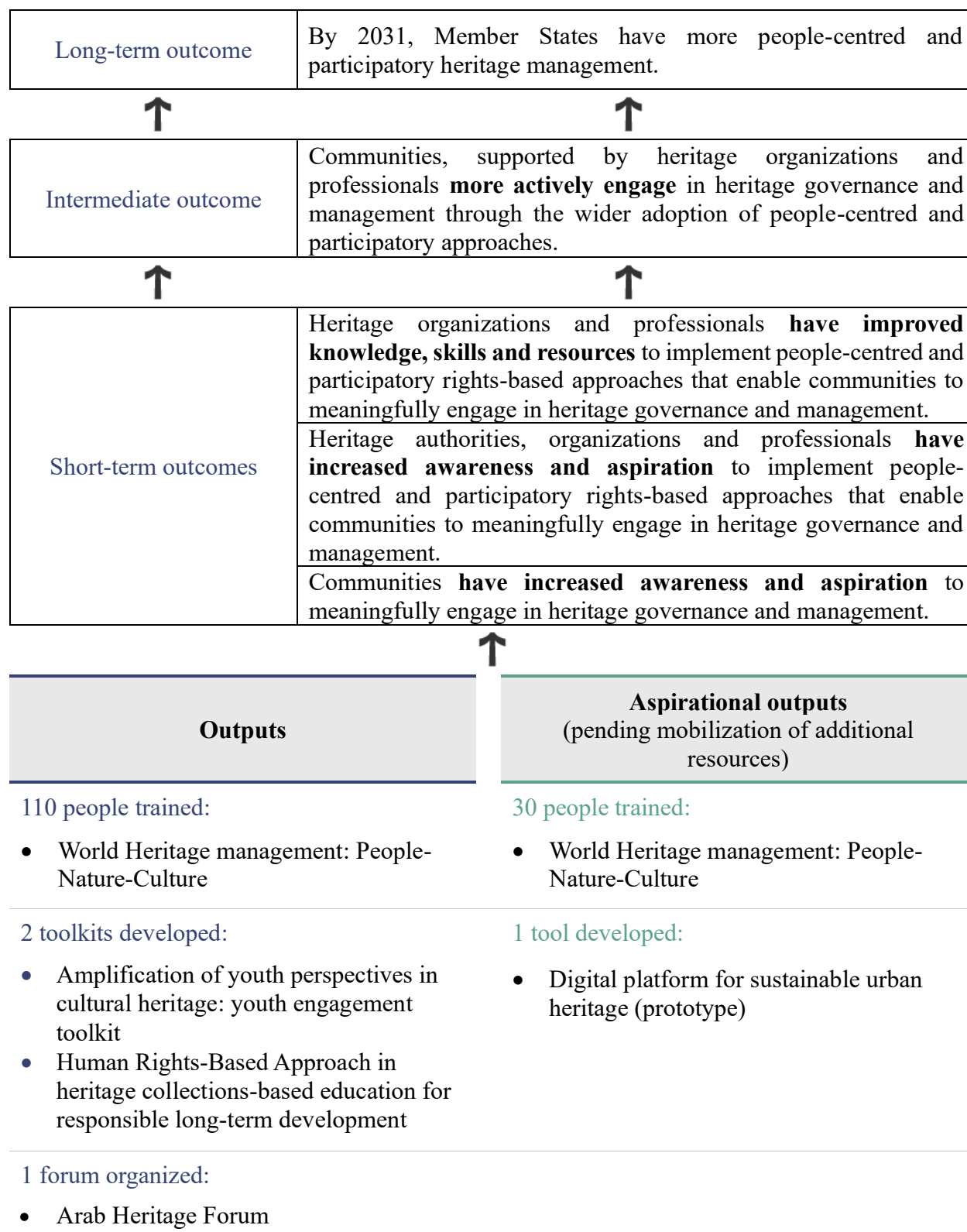
|                                                       |               |
|-------------------------------------------------------|---------------|
| <b>Regular Budget - Staff</b>                         | EUR 669 904   |
| <b>Regular Budget - Activities</b>                    | EUR 98 000    |
| <b>Committed Voluntary Contributions - Staff</b>      | EUR 416 150   |
| <b>Committed Voluntary Contributions - Activities</b> | EUR 1 001 770 |

In order to meet corporate resource mobilization targets, ICCROM is committed to making all efforts to increase voluntary contributions to further implement the above aspirational outputs.

### **Programme Delivery Mechanisms**

ICCROM programmes and initiatives delivering the outputs: FAR, WHL, SHJ-ATHAR, YHA, SBH, SDH, LAC, Cultural Materials Conservation, Collections, Library, Archives, Research, Communications (see section *C. Programme Delivery Mechanisms* for details).

## B.1.2 Priority Area 2 – People-centred and participatory heritage management



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1 communication campaign launched:

- Heritage for all: fostering participatory, community-led heritage management

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1 survey conducted:

- Heritage research ethics
- 

|                                                       |             |
|-------------------------------------------------------|-------------|
| <b>Regular Budget - Staff</b>                         | EUR 245 002 |
| <b>Regular Budget - Activities</b>                    | EUR 10 000  |
| <b>Committed Voluntary Contributions - Staff</b>      | EUR 288 111 |
| <b>Committed Voluntary Contributions - Activities</b> | EUR 290 000 |

In order to meet corporate resource mobilization targets, ICCROM is committed to making all efforts to increase voluntary contributions to further implement the above aspirational outputs.

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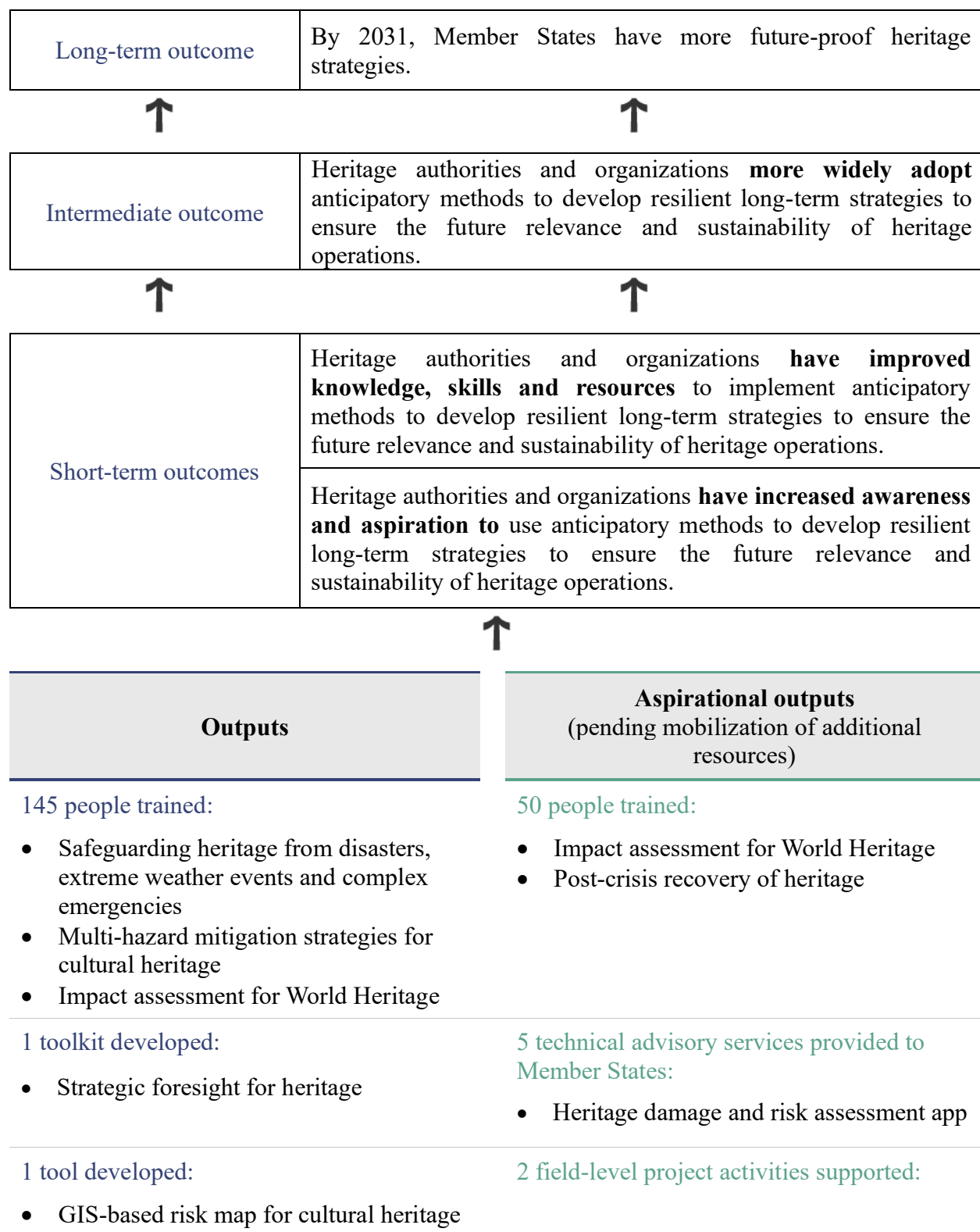
|                                      |
|--------------------------------------|
| <b>Programme Delivery Mechanisms</b> |
|--------------------------------------|

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ICCROM programmes and initiatives delivering the outputs: WHL, YHA, SHJ-ATHAR, SBH, Collections, Research, Communications (see section *C. Programme Delivery Mechanisms* for details).

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### B.1.3 Priority Area 3 – Anticipation in the heritage sector



|                                                                                                                                                                                                  |                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• Use of artificial intelligence in heritage risk mitigation and real time emergency response</li> </ul> |
| 2 publications released:                                                                                                                                                                         | 1 publication released:                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Guidance on strategic environmental assessment for World Heritage</li> <li>• Strategic foresight for heritage</li> </ul>                                | <ul style="list-style-type: none"> <li>• Post-crisis recovery of heritage handbook</li> </ul>                                                   |
| 1 communication campaign launched:                                                                                                                                                               | 1 webinar organized:                                                                                                                            |
| <ul style="list-style-type: none"> <li>• Strategic foresight for heritage</li> </ul>                                                                                                             | <ul style="list-style-type: none"> <li>• Heritage and artificial intelligence tools</li> </ul>                                                  |
| 2 surveys conducted:                                                                                                                                                                             |                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>• Future-proof skills for material culture conservation</li> <li>• Practices and uses of strategic foresight in the heritage sector and beyond</li> </ul> |                                                                                                                                                 |
| 1 workshop organized:                                                                                                                                                                            |                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>• Strategic foresight for heritage: awareness and partnerships</li> </ul>                                                                                 |                                                                                                                                                 |

|                                                       |             |
|-------------------------------------------------------|-------------|
| <b>Regular Budget - Staff</b>                         | EUR 325 505 |
| <b>Regular Budget - Activities</b>                    | EUR 15 000  |
| <b>Committed Voluntary Contributions - Staff</b>      | EUR 275 822 |
| <b>Committed Voluntary Contributions - Activities</b> | EUR 347 000 |

In order to meet corporate resource mobilization targets, ICCROM is committed to making all efforts to increase voluntary contributions to further implement the above aspirational outputs.

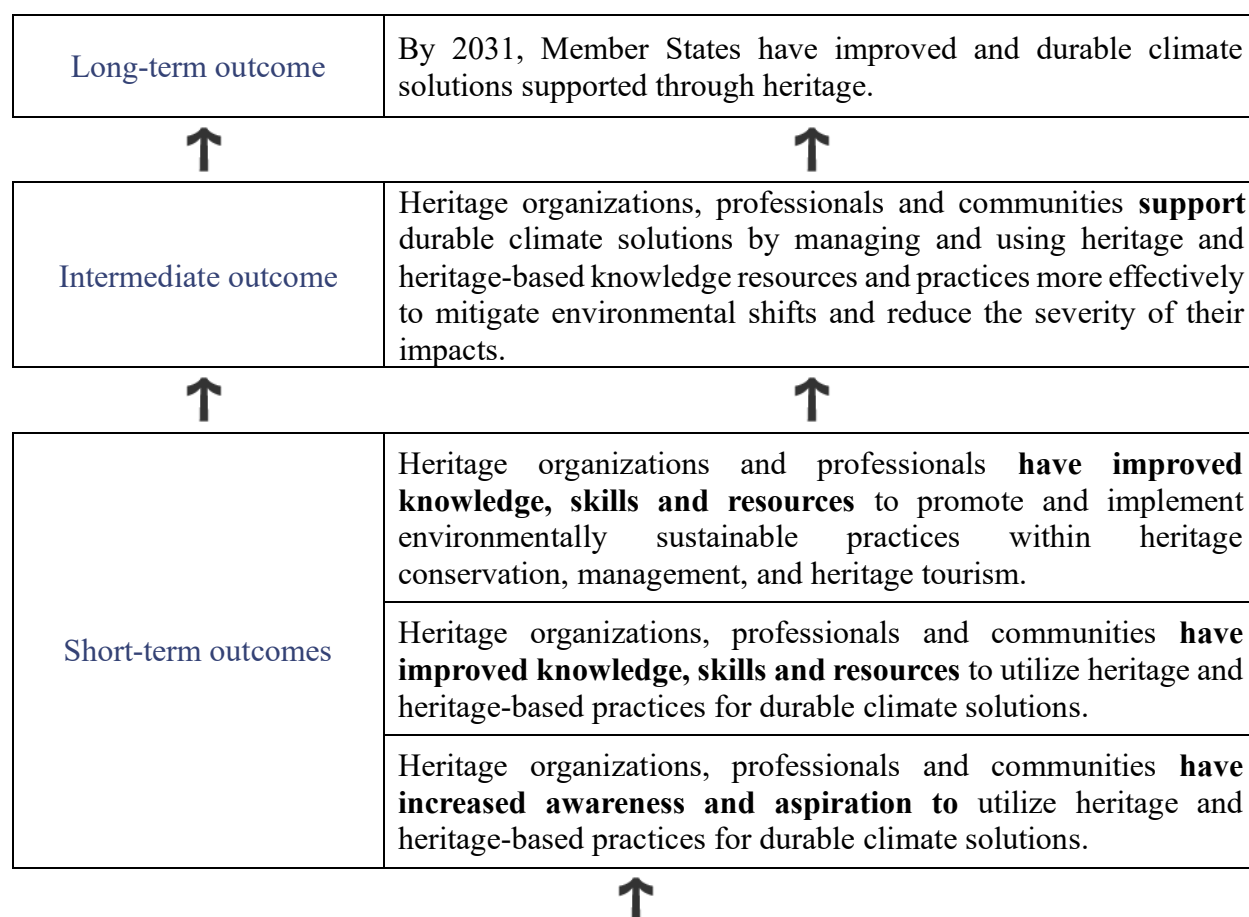
### Programme Delivery Mechanisms

ICCROM programmes and initiatives delivering the outputs: FAR, WHL, SBH, SDH, Collections, Research, Communications (see section *C. Programme Delivery Mechanisms* for details).

## B.2 Strategic Direction 2 – Activate: Accelerate positive change and sustainable socio-economic growth through heritage

Strategic Direction 2 focuses on activating heritage for durable climate solutions, social cohesion, and sustainable economic growth. Leveraging cultural heritage can foster resilient communities that adapt to and mitigate the impacts of changing climate patterns. Heritage-based initiatives can promote sustainable and collaborative growth, motivating people to come together to resolve common challenges. By reinforcing community ties and encouraging collective action, heritage lays the groundwork for partnerships towards responsible long-term development. Integrating cultural perspectives ensures that development efforts connect more deeply with the unique realities of communities.

### B.2.1 Priority Area 1 – Heritage for durable climate solutions



| Outputs                                                                                                                                                                                            | Aspirational outputs<br>(pending mobilization of additional resources)                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 15 people trained: <ul style="list-style-type: none"> <li>Durable climate solutions and disaster risk management for sustainable heritage conservation</li> </ul>                                  | 145 people trained: <ul style="list-style-type: none"> <li>Heritage for durable climate solutions</li> <li>Youth and durable climate solutions for heritage</li> </ul>                                       |
| 5 field-level project activities supported: <ul style="list-style-type: none"> <li>Activating heritage collections for durable climate solutions</li> </ul>                                        | 7 field-level project activities supported: <ul style="list-style-type: none"> <li>Heritage for durable climate solutions</li> <li>Field testing of the Climate Action Toolkit for World Heritage</li> </ul> |
| 1 communication campaign launched: <ul style="list-style-type: none"> <li>Climate-resilient heritage: climate adaptation in heritage sites and green practices in heritage conservation</li> </ul> | 1 toolkit developed: <ul style="list-style-type: none"> <li>Climate Action Toolkit for World Heritage</li> </ul>                                                                                             |

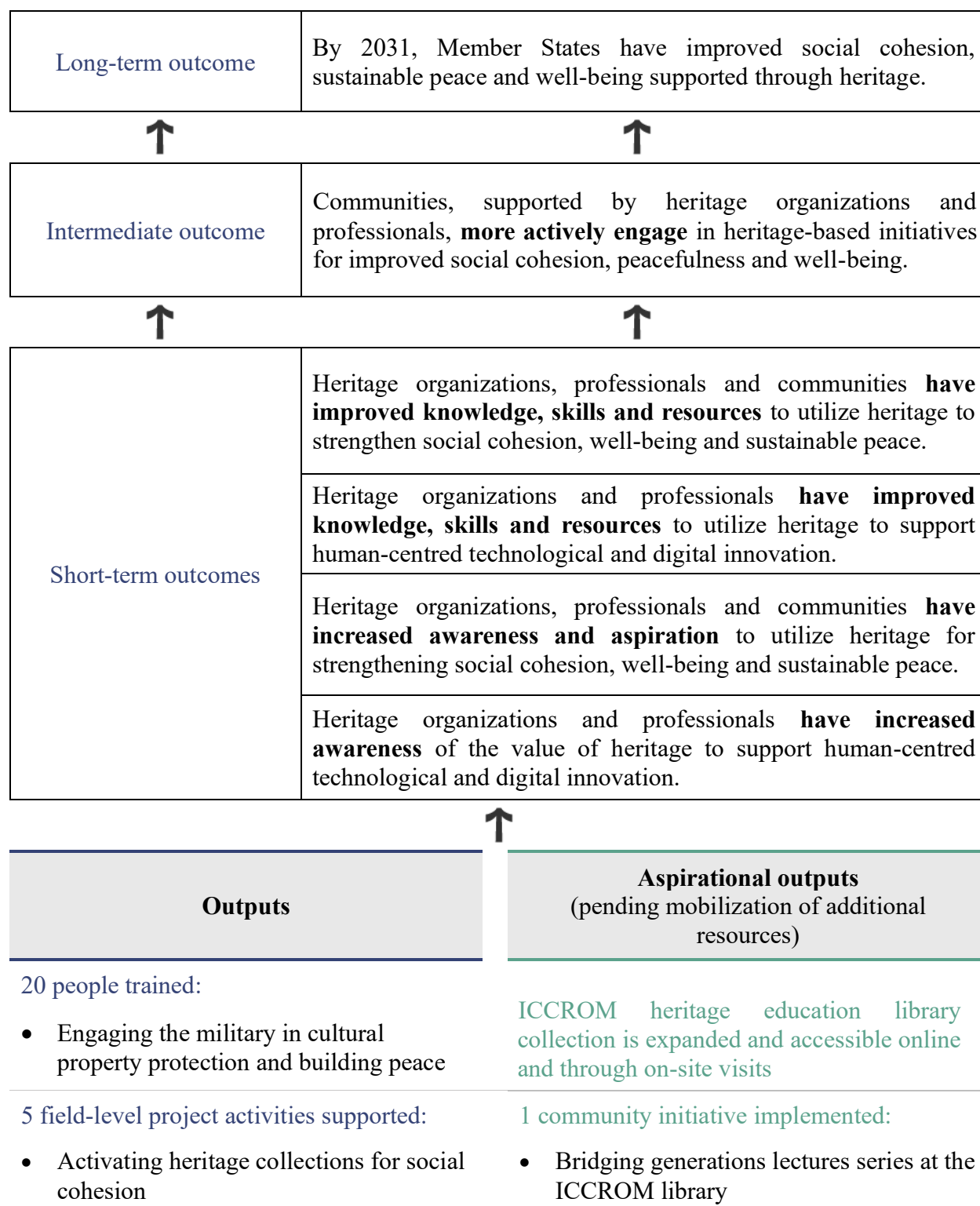
|                                                       |             |
|-------------------------------------------------------|-------------|
| <b>Regular Budget - Staff</b>                         | EUR 331 139 |
| <b>Regular Budget - Activities</b>                    | EUR 9 000   |
| <b>Committed Voluntary Contributions - Staff</b>      | EUR 315 289 |
| <b>Committed Voluntary Contributions - Activities</b> | EUR 80 000  |

In order to meet corporate resource mobilization targets, ICCROM is committed to making all efforts to increase voluntary contributions to further implement the above aspirational outputs.

### Programme Delivery Mechanisms

ICCROM programmes and initiatives delivering the outputs: FAR, WHL, YHA, SBH, Collections, Communications (see section *C. Programme Delivery Mechanisms* for details).

## B.2.2 Priority Area 2 – Heritage for social cohesion



|                                                                                                                                                      |                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| 1 toolkit developed:                                                                                                                                 | 1 guidance note developed:                                                                                                                  |
| <ul style="list-style-type: none"> <li>Education of children and youth for responsible long-term development through heritage collections</li> </ul> | <ul style="list-style-type: none"> <li>Participatory approaches to World Heritage</li> </ul>                                                |
| 1 toolkit updated:                                                                                                                                   | 1 webinar organized:                                                                                                                        |
| <ul style="list-style-type: none"> <li>Activating heritage collections for responsible long-term development</li> </ul>                              | <ul style="list-style-type: none"> <li>Participatory approaches to World Heritage</li> </ul>                                                |
| 1 fellowship undertaken                                                                                                                              | 1 publication released:                                                                                                                     |
|                                                                                                                                                      | <ul style="list-style-type: none"> <li>Artificial intelligence to support the availability and accessibility of archival records</li> </ul> |

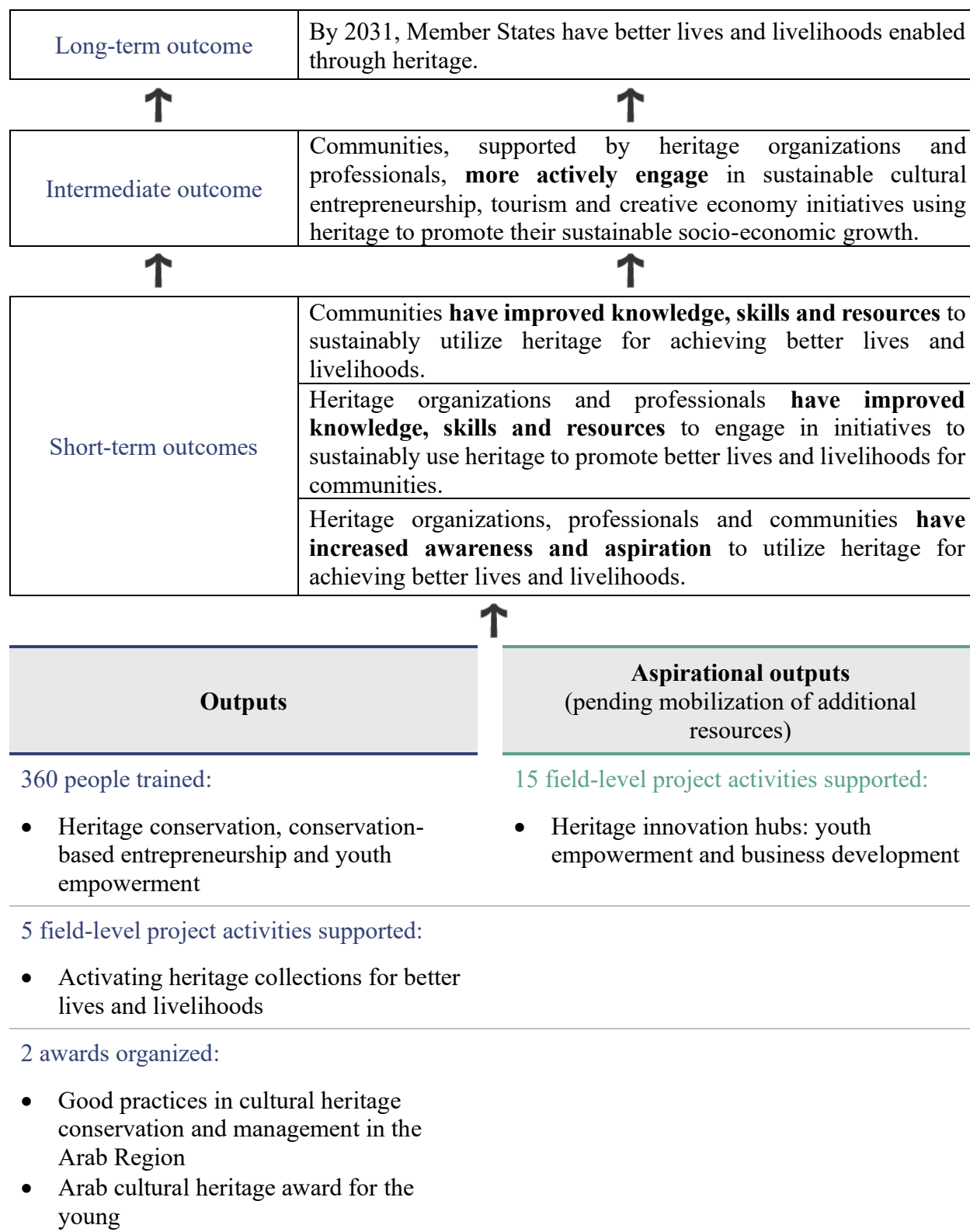
|                                                       |             |
|-------------------------------------------------------|-------------|
| <b>Regular Budget - Staff</b>                         | EUR 245 461 |
| <b>Regular Budget - Activities</b>                    | EUR 12 000  |
| <b>Committed Voluntary Contributions - Staff</b>      | EUR 259 221 |
| <b>Committed Voluntary Contributions - Activities</b> | EUR 90 000  |

In order to meet corporate resource mobilization targets, ICCROM is committed to making all efforts to increase voluntary contributions to further implement the above aspirational outputs.

### **Programme Delivery Mechanisms**

ICCROM programmes and initiatives delivering the outputs: FAR, WHL, Collections, Library, Archives, Research (see section *C. Programme Delivery Mechanisms* for details).

### B.2.3 Priority Area 3 – Heritage for better lives and livelihoods



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1 communication campaign launched:

- Heritage for better lives and livelihoods:  
empowering communities through  
culture

---

1 workshop organized:

- Services and benefits of World Heritage
- 

|                                                       |               |
|-------------------------------------------------------|---------------|
| <b>Regular Budget - Staff</b>                         | EUR 204 483   |
| <b>Regular Budget - Activities</b>                    | EUR 10 000    |
| <b>Committed Voluntary Contributions - Staff</b>      | EUR 658 076   |
| <b>Committed Voluntary Contributions - Activities</b> | EUR 3 142 900 |

In order to meet corporate resource mobilization targets, ICCROM is committed to making all efforts to increase voluntary contributions to further implement the above aspirational outputs.

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#### **Programme Delivery Mechanisms**

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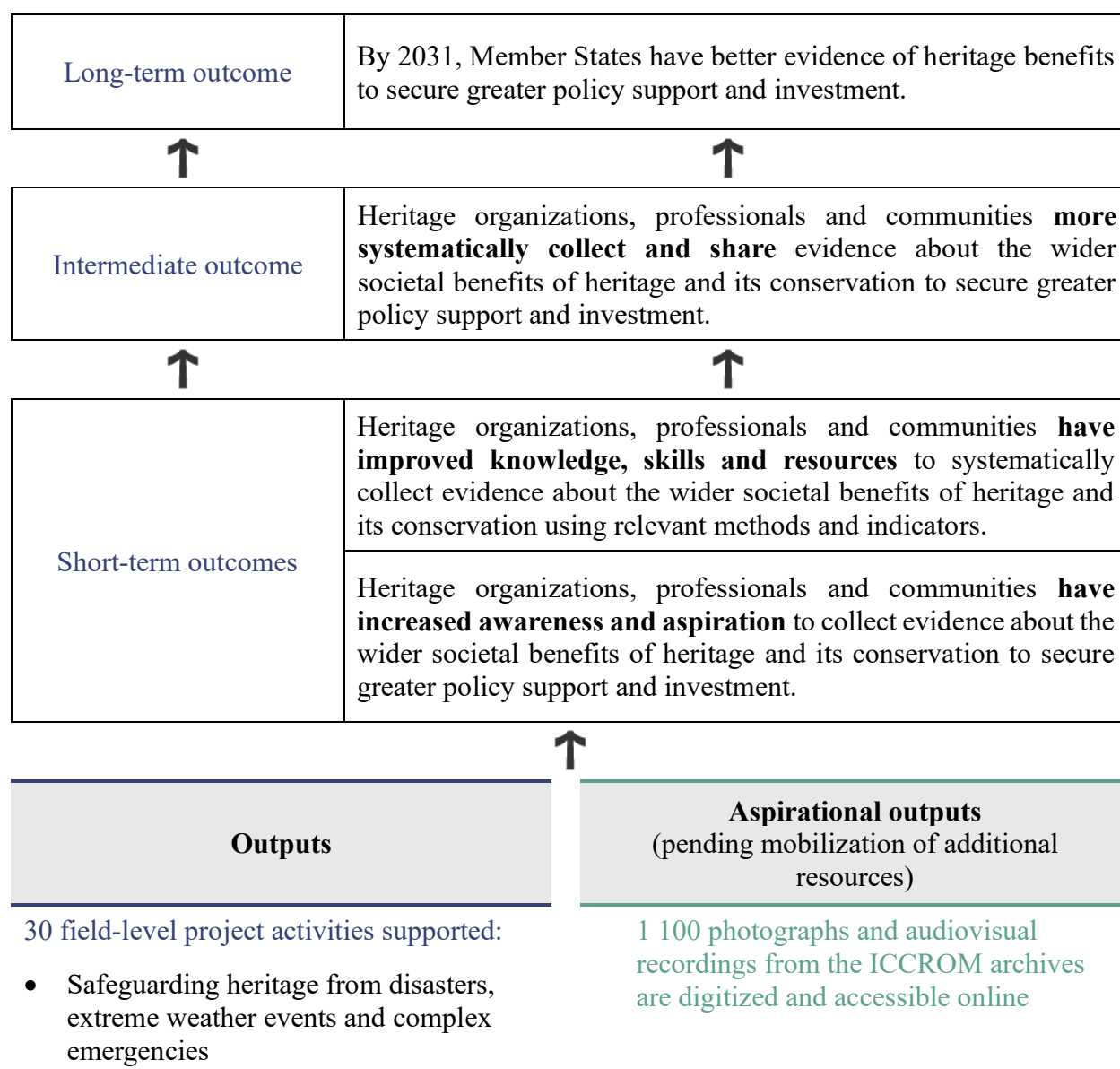
ICCROM programmes and initiatives delivering the outputs: WHL, YHA, SHJ-ATHAR, Collections, Communications (see section *C. Programme Delivery Mechanisms* for details).

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## B.3 Strategic Direction 3 – Recognize: Strengthen policy inclusion and coherence, and support for heritage

Strategic Direction 3 focuses on strengthening wider recognition and support for heritage. This involves increasing the evidence base for heritage's societal benefits, fostering cross-sectoral collaboration through heritage, and promoting its inclusion within policy. Highlighting the positive impacts of heritage facilitates garnering broader support and integrating heritage considerations into various sectors and policies.

### B.3.1 Priority Area 1 – Evidence for the wider benefits of heritage



## 2 workshops organized:

- Heritage-based solutions in nature-culture conservation and people-centred approaches

## 1 tool developed:

- Indicators to assess the outcomes of heritage collections-based interventions to support the education of children and youth for responsible long-term development

## 23 publications released:

- Heritage-based solutions in nature-culture conservation and people-centred approaches (20 case studies)
- Success stories from field projects on how heritage can support adaptation to changing climate patterns and reduce disaster risk
- Raising awareness and evidencing the benefits of heritage conservation (Arab Region)
- Social impact of using heritage collections to support the education of children and youth for responsible long-term development

## 1 survey conducted:

- Evidencing heritage benefits

## 2 communication campaigns launched:

- Evidencing heritage benefits
- Heritage samples archives

ICCROM archives collections are maintained and accessible on-site and online

|                                                       |             |
|-------------------------------------------------------|-------------|
| <b>Regular Budget - Staff</b>                         | EUR 386 779 |
| <b>Regular Budget - Activities</b>                    | EUR 5 000   |
| <b>Committed Voluntary Contributions - Staff</b>      | EUR 277 920 |
| <b>Committed Voluntary Contributions - Activities</b> | EUR 129 000 |

In order to meet corporate resource mobilization targets, ICCROM is committed to making all efforts to increase voluntary contributions to further implement the above aspirational outputs.

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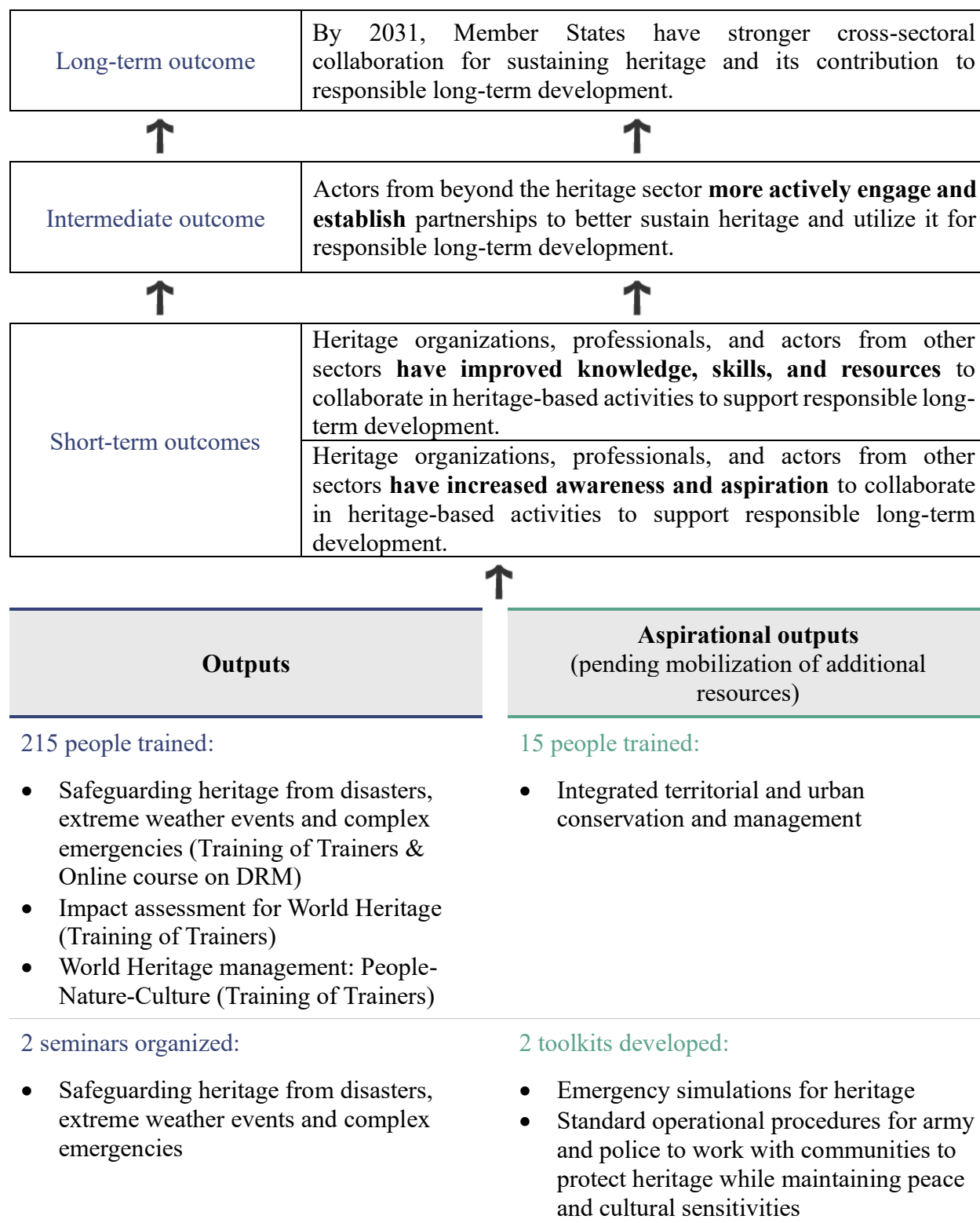
**Programme Delivery Mechanisms**

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ICCROM programmes and initiatives delivering the outputs: FAR, WHL, SHJ-ATHAR, Collections, Archives, Research, Communications (see section *C. Programme Delivery Mechanisms* for details).

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### B.3.2 Priority Area 2 – Cross-sectoral engagement around heritage



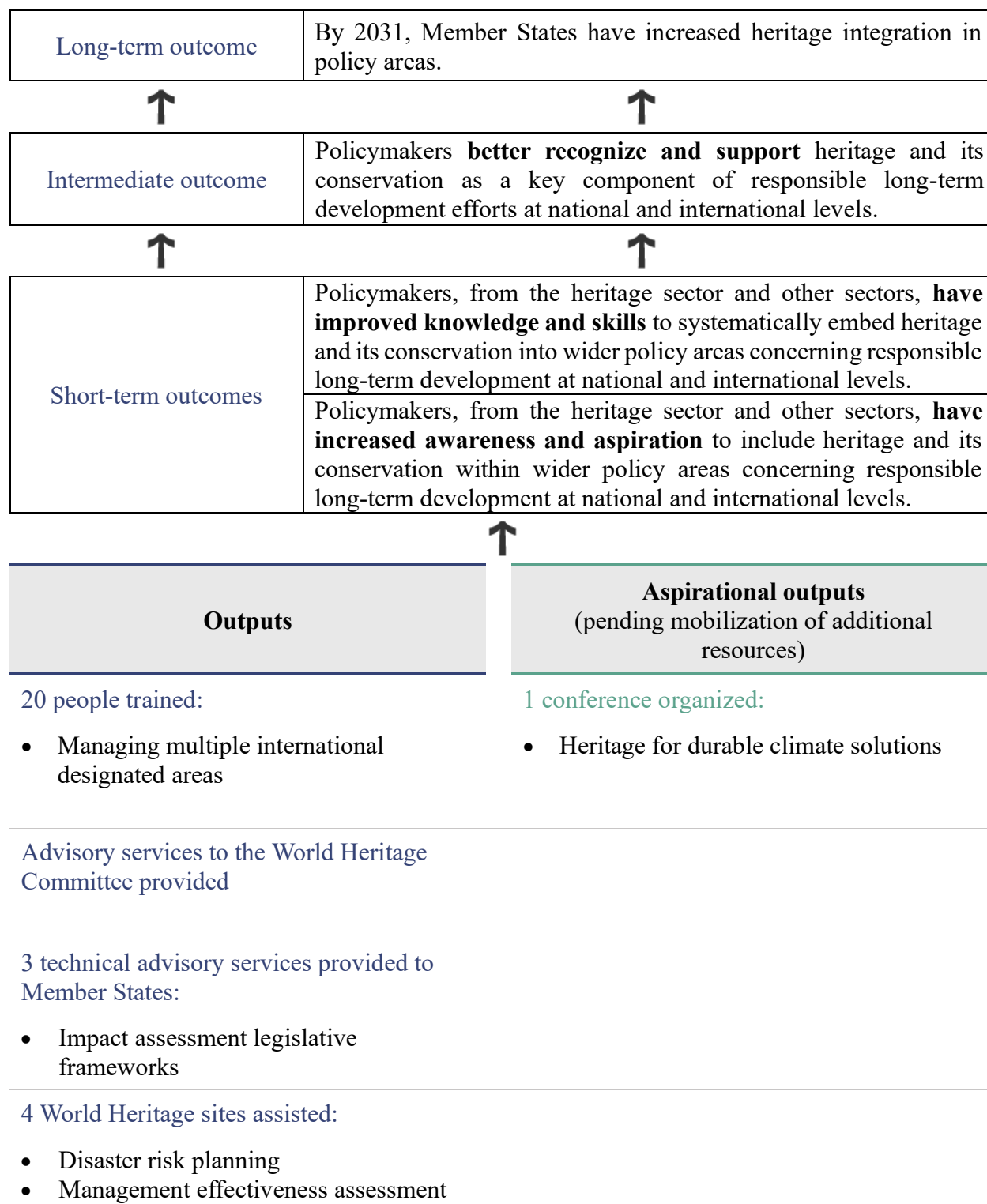
|                                                       |             |
|-------------------------------------------------------|-------------|
| <b>Regular Budget - Staff</b>                         | EUR 295 313 |
| <b>Regular Budget - Activities</b>                    | EUR 5 000   |
| <b>Committed Voluntary Contributions - Staff</b>      | EUR 269 339 |
| <b>Committed Voluntary Contributions - Activities</b> | EUR 460 000 |

In order to meet corporate resource mobilization targets, ICCROM is committed to making all efforts to increase voluntary contributions to further implement the above aspirational outputs.

#### **Programme Delivery Mechanisms**

ICCROM programmes and initiatives delivering the outputs: FAR, WHL, SBH (see section *C. Programme Delivery Mechanisms* for details).

### B.3.3 Priority Area 3 – Heritage integration within broader policy areas



## 2 policy meetings organized:

- Regional advisory and consultation meeting - heritage policies (Arab Region)
- Policy roundtable event on urban heritage conservation and management

## 1 policy recommendation developed:

- Use of heritage collections to educate children and youth for responsible, long-term development

## 1 conference organized:

- Safeguarding heritage from disasters, extreme weather events and complex emergencies

## 1 survey conducted:

- Policy frameworks and guidance methods - integrating heritage within wider policy

## 1 communication campaign launched:

- Policy opportunities - integrating heritage within wider policy

## 1 fellowship undertaken

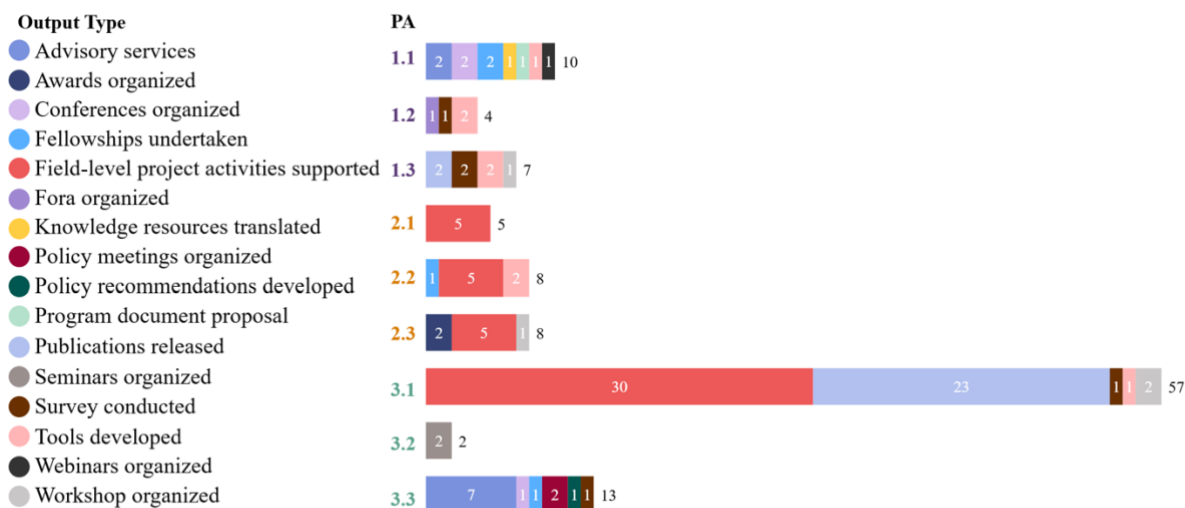
|                                                       |             |
|-------------------------------------------------------|-------------|
| <b>Regular Budget - Staff</b>                         | EUR 287 658 |
| <b>Regular Budget - Activities</b>                    | EUR 35 000  |
| <b>Committed Voluntary Contributions - Staff</b>      | EUR 286 537 |
| <b>Committed Voluntary Contributions - Activities</b> | EUR 196 308 |

In order to meet corporate resource mobilization targets, ICCROM is committed to making all efforts to increase voluntary contributions to further implement the above aspirational outputs.

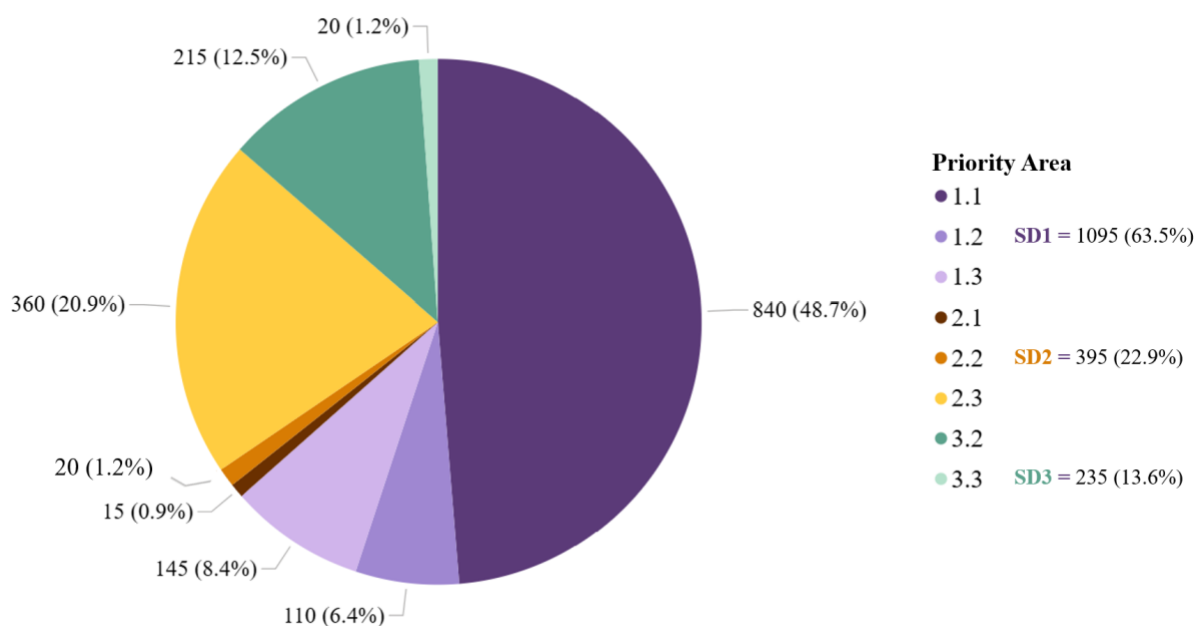
### **Programme Delivery Mechanisms**

ICCROM programmes and initiatives delivering the outputs: FAR, WHL, SHJ-ATHAR, SBH, Collections, Research, Communications (see section *C. Programme Delivery Mechanisms* for details).

## Distribution of Outputs by Priority Areas



## People Trained by Priority Areas



Note: The graphics above and those in the following sections show only actual outputs; aspirational and qualitative outputs are excluded.

## C. PROGRAMME DELIVERY MECHANISMS

This section outlines how ICCROM's ongoing programmes and initiatives will contribute to delivering corporate outputs across the Priority Areas during the 2026–2027 biennium. These key delivery mechanisms include:

- First Aid and Resilience for Cultural Heritage in Times of Crisis (FAR)
- World Heritage Leadership (WHL)
- ICCROM Sharjah Regional Centre - Architectural Archaeological Tangible Heritage in the Arab Region (SHJ-ATHAR)
- Youth Heritage Africa (YHA)
- Heritage management in Latin America and the Caribbean (LAC)
- Sustainability and built heritage (SBH)
- Sustaining digital heritage (SDH)
- Cultural materials conservation
- Collections
- Research
- Library and Archives

For easy reference, the table below summarizes the three Strategic Directions (SD) and nine Priority Areas (PA) of ICCROM's Strategic Framework 2026–2031.

|                                                                                                |
|------------------------------------------------------------------------------------------------|
| <b>SD1 - Upskill and adapt to meet new conservation challenges</b>                             |
| SD1-PA1 - Conservation and risk management capacities                                          |
| SD1-PA2 - People-centred and participatory heritage management                                 |
| SD1-PA3 - Anticipation in the heritage sector                                                  |
| <b>SD2 - Accelerate positive change and sustainable socio-economic growth through heritage</b> |
| SD2-PA1 - Heritage for durable climate solutions                                               |
| SD2-PA2 - Heritage for social cohesion                                                         |
| SD2-PA3 - Heritage for better lives and livelihoods                                            |
| <b>SD3 - Strengthen policy inclusion and coherence, and support for heritage</b>               |
| SD3-PA1 - Evidence for the wider benefits of heritage                                          |
| SD3-PA2 - Cross-sectoral engagement around heritage                                            |
| SD3-PA3 - Heritage integration within broader policy areas                                     |

The following tables provide a summary of the programmes and initiatives delivering the outputs, including a concise description, key implementation methods, and contributions to the Priority Areas. Each programme and initiative are accompanied by a logical framework outlining its specific outputs, regional coverage, and allocated budget for activities.<sup>1</sup> Communication

<sup>1</sup> The budget figures presented in the frameworks do not include €30,000 in contingency funds, with €10,000 allocated to each

campaigns are not included in the individual logical frameworks, as they are corporate outputs whose implementation spans multiple programmes and initiatives.

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

**Overview:** FAR is ICCROM's capacity development programme designed to protect all forms of heritage from disasters, extreme weather events and conflicts. With a global reach, it aims to enhance heritage's contribution to responsible long-term development. FAR interconnects training, field application, interdisciplinary networks and policy input, promoting people-centred resilience through risk assessment, prevention, risk reduction, emergency preparedness, response and post-crisis recovery for heritage. The programme uniquely integrates emerging technologies with local and Indigenous knowledge to create context-sensitive solutions, focusing on disaster risk management, post-conflict recovery, climate risk management, and heritage-based climate solutions, addressing both tangible and intangible heritage.

**Key implementation methods:** FAR drives impact locally, regionally, and internationally through interconnected, cross-sectoral actions grounded in cascading capacity development. Its multi-year projects combine in-person and online courses, post-training field implementations, and knowledge-sharing through conferences and publications. This approach creates a continuous feedback loop between knowledge, action, and learning, empowering professionals, institutions, and communities to become change agents for managing extreme risks to heritage. To enhance ICCROM's corporate outcomes, FAR partners with other programmes and initiatives focused on specific heritage typologies or regions, ensuring the efficient and impactful achievement of ICCROM's objectives.

**Contribution to Strategic Directions and Priority Areas:** Aligned with the Sendai Framework, FAR addresses policies involving disasters, conflicts, and extreme weather. Its *READY* project enhances risk reduction, preparedness, and response in Europe and beyond by developing integrated risk assessments, creating indicators for effective risk management (SD1-PA1), and incorporating heritage into national disaster risk and climate adaptation plans through cross-sectoral partnerships (SD3-PA2, SD3-PA3). It also supports evidence-based research and outreach (SD3-PA1). FAR's *Safeguarding Heritage from Extreme Weather Events* project focuses on Africa and Small Island Developing States, combining training and research-led implementation. Community-led, post-training field projects enable heritage-based solutions to foster climate resilience (SD2-PA1), sustain livelihoods (SD2-PA3), and strengthen social cohesion (SD2-PA2). These efforts also support evidence-based research (SD3-PA1), cross-sectoral partnerships (SD3-PA2), and contribution to national and global policy agendas (SD3-PA3). To enhance anticipation (SD1-PA3), FAR is expanding accessible tools such as risk maps, early warning systems, and real-time crisis mapping through projects like *READY*, *PREVENT*, and *Safeguarding Heritage from Extreme Weather Events*. It provides advisory services for integrated risk assessments and tools to track heritage damage and loss, particularly in extreme weather-related crises. For response and early recovery, FAR offers in-crisis training and tools for damage and risk assessments (SD1-PA1), with tailored support for military and civil

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Strategic Direction. These funds remain unassigned to specific programmes or initiatives and are available for unforeseen circumstances affecting any of them.

protection actors (SD1-PA2, SD3-PA2). To boost innovation, FAR explores the integration of artificial intelligence with local and Indigenous knowledge for risk monitoring and communication, real-time crisis mapping, and scenario planning (SD1-PA1, SD1-PA3). FAR advances outreach and policy dialogue through multilingual conferences, targeted online courses, and participation in UNFCCC and UNDRR-led processes to shape global disaster and climate policies (SD2-PA1, SD3-PA2, SD3-PA3).

## Logical framework - First Aid and Resilience for Cultural Heritage in Times of Crisis (FAR)

| STRATEGIC DIRECTION 1 - CONSERVE: Upskill and adapt to meet new conservation challenges |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                   |                                               |               |                     |                             |                                           |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------------|-----------------------------------------------|---------------|---------------------|-----------------------------|-------------------------------------------|
| PRIORITY AREA 1 - Conservation and risk management capacities                           |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                   |                                               |               |                     |                             |                                           |
| Long-term outcome                                                                       | By 2031, Member States have better heritage conservation and risk management approaches.                                                                                                                                                                                                                                                                                                                      |        |                   |                                               |               |                     |                             |                                           |
| Intermediate outcome                                                                    | Heritage organizations, professionals and communities <b>more widely employ</b> improved conservation and risk management approaches, including through the adoption of innovative technologies, to address the impacts of societal shifts and other diverse and emerging hazards to heritage, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises. |        |                   |                                               |               |                     |                             |                                           |
| Short-term outcomes                                                                     | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to conserve and manage risks to heritage, including through the adoption of innovative technologies, in the face of societal shifts and other diverse and emerging hazards, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises.         |        |                   |                                               |               |                     |                             |                                           |
|                                                                                         | Heritage organizations, professionals and communities <b>have increased awareness</b> of innovative technologies to support heritage conservation and risk management.                                                                                                                                                                                                                                        |        |                   |                                               |               |                     |                             |                                           |
|                                                                                         | Heritage organizations, professionals and communities <b>have increased awareness</b> of the impacts of societal shifts and diverse and emerging threats to heritage, particularly those related to changing climate patterns, urbanization, digital transition and complex crises.                                                                                                                           |        |                   |                                               |               |                     |                             |                                           |
| Outputs                                                                                 | Description                                                                                                                                                                                                                                                                                                                                                                                                   | Target | Activity          | Topic                                         | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                         | Advisory services provided                                                                                                                                                                                                                                                                                                                                                                                    | 2      | Advisory services | Safeguarding heritage in emergency situations | International | -                   | -                           | 3 000                                     |
| PRIORITY AREA 3 - Anticipation in the heritage sector                                   |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                   |                                               |               |                     |                             |                                           |
| Long-term outcome                                                                       | By 2031, Member States have more future-proof heritage strategies.                                                                                                                                                                                                                                                                                                                                            |        |                   |                                               |               |                     |                             |                                           |
| Intermediate outcome                                                                    | Heritage authorities and organizations <b>more widely adopt</b> anticipatory methods to develop resilient long-term strategies to ensure the future relevance and sustainability of heritage operations.                                                                                                                                                                                                      |        |                   |                                               |               |                     |                             |                                           |
| Short-term outcomes                                                                     | Heritage authorities and organizations <b>have improved knowledge, skills and resources</b> to implement anticipatory methods to develop resilient long-term strategies to ensure the future relevance and sustainability of heritage operations.                                                                                                                                                             |        |                   |                                               |               |                     |                             |                                           |
|                                                                                         | Heritage authorities and organizations <b>have increased awareness and aspiration to</b> use anticipatory methods to develop resilient long-term strategies to ensure the future relevance and sustainability of heritage operations.                                                                                                                                                                         |        |                   |                                               |               |                     |                             |                                           |

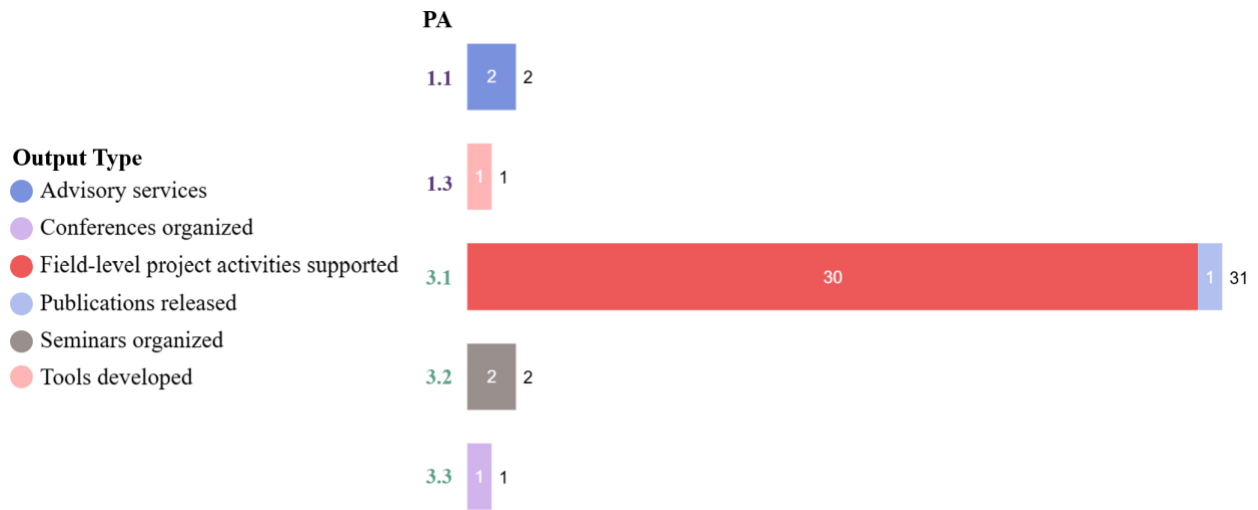
|                                                                                                                     | Description                                                                                                                                                                                                                                                                    | Target | Activity                       | Topic                                                                                | Region        | Other PAs addressed                         | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|---------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------------------------------|--------------------------------------------------------------------------------------|---------------|---------------------------------------------|-----------------------------|-------------------------------------------|
| Outputs                                                                                                             | People trained                                                                                                                                                                                                                                                                 | 25     | Training course                | Safeguarding heritage from disasters, extreme weather events and complex emergencies | International | SD1-PA1, SD1-PA2, SD3-PA2                   | 265 000                     | 3 000                                     |
|                                                                                                                     | Tools developed                                                                                                                                                                                                                                                                | 1      | Tool development               | GIS-Based Risk Map for Cultural Heritage                                             | International | SD1-PA1                                     |                             |                                           |
|                                                                                                                     | People trained                                                                                                                                                                                                                                                                 | 20     | Training course                | Multi-hazard mitigation strategies for cultural heritage                             | International | SD1-PA1                                     |                             |                                           |
| Aspirational outputs                                                                                                | Field-level project activities supported                                                                                                                                                                                                                                       | 2      | Field-level project activities | Use of AI in Risk Mitigation and Realtime Emergency Response                         | International | SD1-PA1, SD3-PA2                            | -                           | -                                         |
|                                                                                                                     | Advisory services provided                                                                                                                                                                                                                                                     | 5      | Advisory services              | Damage and Risk Assessment App                                                       | International | SD1-PA1                                     |                             |                                           |
| STRATEGIC DIRECTION 2 - ACTIVATE: Accelerate positive change and sustainable socio-economic growth through heritage |                                                                                                                                                                                                                                                                                |        |                                |                                                                                      |               |                                             |                             |                                           |
| PRIORITY AREA 1 - Heritage for durable climate solutions                                                            |                                                                                                                                                                                                                                                                                |        |                                |                                                                                      |               |                                             |                             |                                           |
| Long-term outcome                                                                                                   | By 2031, Member States have improved and durable climate solutions supported through heritage.                                                                                                                                                                                 |        |                                |                                                                                      |               |                                             |                             |                                           |
| Intermediate outcome                                                                                                | Heritage organizations, professionals and communities <b>support</b> durable climate solutions by managing and using heritage and heritage-based knowledge resources and practices more effectively to mitigate environmental shifts and reduce the severity of their impacts. |        |                                |                                                                                      |               |                                             |                             |                                           |
| Short-term outcomes                                                                                                 | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to promote and implement environmentally sustainable practices within heritage conservation, management, and heritage tourism.                                                   |        |                                |                                                                                      |               |                                             |                             |                                           |
|                                                                                                                     | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to utilize heritage and heritage-based practices for durable climate solutions.                                                                                     |        |                                |                                                                                      |               |                                             |                             |                                           |
|                                                                                                                     | Heritage organizations, professionals and communities <b>have increased awareness and aspiration to</b> utilize heritage and heritage-based practices for durable climate solutions.                                                                                           |        |                                |                                                                                      |               |                                             |                             |                                           |
| Aspirational outputs                                                                                                | Description                                                                                                                                                                                                                                                                    | Target | Activity                       | Topic                                                                                | Region        | Other PAs addressed                         | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                                                     | People trained                                                                                                                                                                                                                                                                 | 25     | Training course                | Heritage for durable climate solutions                                               | International | SD1-PA2, SD2-PA2, SD2-PA3, SD3-PA1, SD3-PA2 | -                           | -                                         |

|                                                                                                               |                                                                                                                                                                                                                                                         |               |                                |                                                                                      |               |                                             |                                    |                                                  |
|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------------------------|--------------------------------------------------------------------------------------|---------------|---------------------------------------------|------------------------------------|--------------------------------------------------|
|                                                                                                               | Field-level project activities supported                                                                                                                                                                                                                | 5             | Field-level project activities | Heritage for durable climate solutions                                               | International | SD1-PA2, SD2-PA2, SD2-PA3, SD3-PA1, SD3-PA2 |                                    |                                                  |
| <b>PRIORITY AREA 2 - Heritage for social cohesion</b>                                                         |                                                                                                                                                                                                                                                         |               |                                |                                                                                      |               |                                             |                                    |                                                  |
| Long-term outcome                                                                                             | By 2031, Member States have improved social cohesion, sustainable peace and well-being supported through heritage.                                                                                                                                      |               |                                |                                                                                      |               |                                             |                                    |                                                  |
| Intermediate outcome                                                                                          | Communities, supported by heritage organizations and professionals, <b>more actively engage</b> in heritage-based initiatives for improved social cohesion, peacefulness and well-being.                                                                |               |                                |                                                                                      |               |                                             |                                    |                                                  |
| Short-term outcomes                                                                                           | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to utilize heritage to strengthen social cohesion, well-being and sustainable peace.                                                         |               |                                |                                                                                      |               |                                             |                                    |                                                  |
|                                                                                                               | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to utilize heritage to support human-centred technological and digital innovation.                                                                        |               |                                |                                                                                      |               |                                             |                                    |                                                  |
|                                                                                                               | Heritage organizations, professionals and communities <b>have increased awareness and aspiration</b> to utilize heritage for strengthening social cohesion, well-being and sustainable peace.                                                           |               |                                |                                                                                      |               |                                             |                                    |                                                  |
|                                                                                                               | Heritage organizations and professionals <b>have increased awareness</b> of the value of heritage to support human-centred technological and digital innovation.                                                                                        |               |                                |                                                                                      |               |                                             |                                    |                                                  |
| Outputs                                                                                                       | <b>Description</b>                                                                                                                                                                                                                                      | <b>Target</b> | <b>Activity</b>                | <b>Topic</b>                                                                         | <b>Region</b> | <b>Other PAs addressed</b>                  | <b>Voluntary Contributions (€)</b> | <b>Regular Budget - catalytic seed funds (€)</b> |
|                                                                                                               | People trained                                                                                                                                                                                                                                          | 20            | Training course                | Engaging the military in cultural property protection and building peace             | International | SD1-PA1, SD3-PA2, SD3-PA3                   | -                                  | 5 000                                            |
| <b>STRATEGIC DIRECTION 3 - RECOGNIZE: Strengthen policy inclusion and coherence, and support for heritage</b> |                                                                                                                                                                                                                                                         |               |                                |                                                                                      |               |                                             |                                    |                                                  |
| <b>PRIORITY AREA 1 - Evidence for the wider benefits of heritage</b>                                          |                                                                                                                                                                                                                                                         |               |                                |                                                                                      |               |                                             |                                    |                                                  |
| Long-term outcome                                                                                             | By 2031, Member States have better evidence of heritage benefits to secure greater policy support and investment.                                                                                                                                       |               |                                |                                                                                      |               |                                             |                                    |                                                  |
| Intermediate outcome                                                                                          | Heritage organizations, professionals and communities <b>more systematically collect and share</b> evidence about the wider societal benefits of heritage and its conservation to secure greater policy support and investment.                         |               |                                |                                                                                      |               |                                             |                                    |                                                  |
| Short-term outcomes                                                                                           | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to systematically collect evidence about the wider societal benefits of heritage and its conservation using relevant methods and indicators. |               |                                |                                                                                      |               |                                             |                                    |                                                  |
|                                                                                                               | Heritage organizations, professionals and communities <b>have increased awareness and aspiration</b> to collect evidence about the wider societal benefits of heritage and its conservation to secure greater policy support and investment.            |               |                                |                                                                                      |               |                                             |                                    |                                                  |
| Outputs                                                                                                       | <b>Description</b>                                                                                                                                                                                                                                      | <b>Target</b> | <b>Activity</b>                | <b>Topic</b>                                                                         | <b>Region</b> | <b>Other PAs addressed</b>                  | <b>Voluntary Contributions (€)</b> | <b>Regular Budget - catalytic seed funds (€)</b> |
|                                                                                                               | Field-level project activities supported                                                                                                                                                                                                                | 30            | Field-level project activities | Safeguarding heritage from disasters, extreme weather events and complex emergencies | International | SD1-PA1, SD1-PA2, SD3-PA2                   | 28 000                             | -                                                |

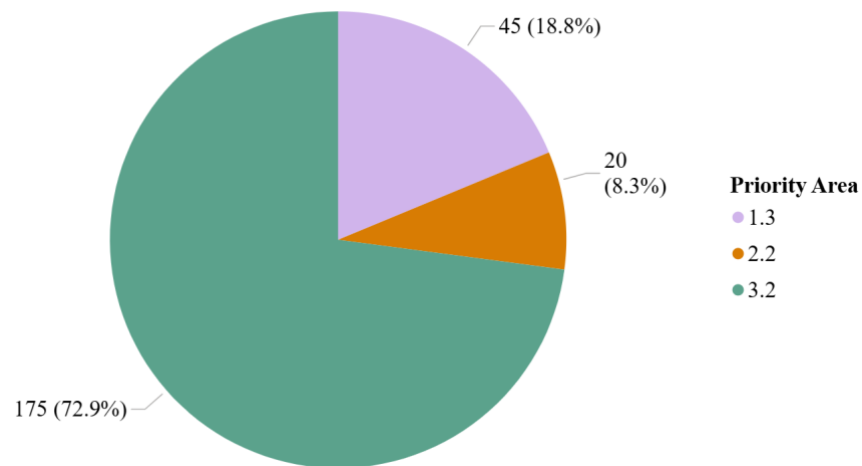
|                                                                    |                                                                                                                                                                                                                      |               |                     |                                                                                                                                  |               |                            |                                    |                                                  |
|--------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------|------------------------------------|--------------------------------------------------|
|                                                                    | Publications released                                                                                                                                                                                                | 1             | Publication         | Success stories from field projects on how heritage can support adaptation to changing climate patterns and reduce disaster risk | International | SD3-PA3                    |                                    |                                                  |
| <b>PRIORITY AREA 2 - Cross-sectoral engagement around heritage</b> |                                                                                                                                                                                                                      |               |                     |                                                                                                                                  |               |                            |                                    |                                                  |
| Long-term outcome                                                  | By 2031, Member States have stronger cross-sectoral collaboration for sustaining heritage and its contribution to responsible long-term development.                                                                 |               |                     |                                                                                                                                  |               |                            |                                    |                                                  |
| Intermediate outcome                                               | Actors from beyond the heritage sector <b>more actively engage and establish</b> partnerships to better sustain heritage and utilize it for responsible long-term development.                                       |               |                     |                                                                                                                                  |               |                            |                                    |                                                  |
| Short-term outcomes                                                | Heritage organizations, professionals, and actors from other sectors <b>have improved knowledge, skills, and resources</b> to collaborate in heritage-based activities to support responsible long-term development. |               |                     |                                                                                                                                  |               |                            |                                    |                                                  |
|                                                                    | Heritage organizations, professionals, and actors from other sectors <b>have increased awareness and aspiration</b> to collaborate in heritage-based activities to support responsible long-term development.        |               |                     |                                                                                                                                  |               |                            |                                    |                                                  |
| Outputs                                                            | <b>Description</b>                                                                                                                                                                                                   | <b>Target</b> | <b>Activity</b>     | <b>Topic</b>                                                                                                                     | <b>Region</b> | <b>Other PAs addressed</b> | <b>Voluntary Contributions (€)</b> | <b>Regular Budget - catalytic seed funds (€)</b> |
|                                                                    | People trained                                                                                                                                                                                                       | 175           | Training courses    | Safeguarding heritage from disasters, extreme weather events and complex emergencies (Training of Trainers)                      | International | SD1-PA1, SD1-PA2, SD1-PA3  | 300 000                            | -                                                |
|                                                                    |                                                                                                                                                                                                                      |               |                     | Safeguarding heritage from disasters, extreme weather events and complex emergencies (Online course on DRM)                      | International | SD1-PA1, SD1-PA2, SD1-PA3  |                                    |                                                  |
|                                                                    | Seminars organized                                                                                                                                                                                                   | 2             | Seminar             | Safeguarding heritage from disasters, extreme weather events and complex emergencies                                             | International | SD3-PA3                    |                                    |                                                  |
| Aspirational outputs                                               | Toolkits developed                                                                                                                                                                                                   | 2             | Toolkit development | Emergency simulations for heritage                                                                                               | International | SD1-PA1, SD1-PA3           | -                                  | -                                                |

|                                                                           |                                                                                                                                                                                                                                                                      |               |                 |                                                                                                                                                     |               |                            |                                    |                                                  |
|---------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------|------------------------------------|--------------------------------------------------|
|                                                                           |                                                                                                                                                                                                                                                                      |               |                 | Standard operational procedures for army and police to work with communities to protect heritage while maintaining peace and cultural sensitivities | International | SD1-PA2<br>SD2-PA2         |                                    |                                                  |
| <b>PRIORITY AREA 3 - Heritage integration within broader policy areas</b> |                                                                                                                                                                                                                                                                      |               |                 |                                                                                                                                                     |               |                            |                                    |                                                  |
| Long-term outcome                                                         | By 2031, Member States have increased heritage integration into policy areas.                                                                                                                                                                                        |               |                 |                                                                                                                                                     |               |                            |                                    |                                                  |
| Intermediate outcome                                                      | Policymakers <b>better recognize and support</b> heritage and its conservation as a key component of responsible long-term development efforts at national and international levels.                                                                                 |               |                 |                                                                                                                                                     |               |                            |                                    |                                                  |
| Short-term outcomes                                                       | Policymakers, from the heritage sector and other sectors, <b>have improved knowledge and skills</b> to systematically embed heritage and its conservation into wider policy areas concerning responsible long-term development at national and international levels. |               |                 |                                                                                                                                                     |               |                            |                                    |                                                  |
|                                                                           | Policymakers, from the heritage sector and other sectors, <b>have increased awareness and aspiration</b> to include heritage and its conservation within wider policy areas concerning responsible long-term development at national and international levels.       |               |                 |                                                                                                                                                     |               |                            |                                    |                                                  |
| Outputs                                                                   | <b>Description</b>                                                                                                                                                                                                                                                   | <b>Target</b> | <b>Activity</b> | <b>Topic</b>                                                                                                                                        | <b>Region</b> | <b>Other PAs addressed</b> | <b>Voluntary Contributions (€)</b> | <b>Regular Budget - catalytic seed funds (€)</b> |
|                                                                           | Conferences organized                                                                                                                                                                                                                                                | 1             | Conference      | Safeguarding heritage from disasters, extreme weather events and complex emergencies                                                                | International | -                          | 40 000                             | -                                                |
| Aspirational outputs                                                      | Conferences organized                                                                                                                                                                                                                                                | 1             | Conference      | Heritage for durable climate solutions                                                                                                              | International | SD2-PA1                    | -                                  | -                                                |
| <b>TOTAL budget allocation</b>                                            |                                                                                                                                                                                                                                                                      |               |                 |                                                                                                                                                     |               |                            | <b>633 000</b>                     | <b>11 000</b>                                    |

### Distribution of Outputs by Priority Areas



### People Trained by Priority Areas



## World Heritage Leadership (WHL)

**Overview:** ICCROM's World Heritage Leadership (WHL) programme promotes the effective management of World Heritage properties and heritage places through the promotion of place-based, nature-culture integrated and people-centred approaches to heritage management focused on conserving multiple heritage values in their wider contexts. The programme delivers activities on setting and strengthening effective management systems of heritage through the integration of Disaster Risk Management (DRM), durable climate solutions and impact assessment. It is jointly delivered by ICCROM and IUCN, in collaboration with the UNESCO World Heritage Centre and ICOMOS, with the support of the Ministry of Climate and Environment of Norway, the Korea Heritage Service, and other partners.

**Key implementation methods:** WHL operates based on the creation of knowledge resources, such as manuals, guidance and toolkits that are tested, improved and disseminated through capacity-building at the local, national, regional, and international levels. Based on the developed knowledge resources, activities are delivered in the form of courses, workshops, and mentoring to support Member States, heritage institutions, site managers, and planning and development agencies in strengthening the effectiveness of heritage management. It also ensures the integration of heritage concerns into wider planning and development frameworks at national and regional levels. These activities are delivered in collaboration with the wide network of partner organizations such as the World Heritage related Category 2 Centres. Using a 'training of trainers' modality, the programme enhances its institutional and practitioner capacities to deliver capacity building across regional and local contexts, heritage typologies, and languages. Through partnerships with other programmes and initiatives on World Heritage-related matters, WHL significantly contributes to enhancing ICCROM's global impact.

**Contribution to Strategic Directions and Priority Areas:** Through its integrated approach and themes, WHL contributes to advancing all of ICCROM's Strategic Directions. By embracing heritage management that looks at the integration of key processes such as DRM, durable climate solutions, and impact assessment into wider heritage management systems, WHL contributes in particular to SD1-PA1, SD1-PA3, SD2-PA1, SD3-PA2, and SD3-PA3. With its focus on people-centred and participatory approaches aimed at ensuring the protection of heritage while supporting responsible long-term development and the delivery of benefits that support people's quality of life, WHL also contributes to SD1-PA2, SD2-PA2, SD2-PA3, SD3-PA1.

### Logical framework - World Heritage Leadership (WHL)

| STRATEGIC DIRECTION 1 - CONSERVE: Upskill and adapt to meet new conservation challenges |                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PRIORITY AREA 1 - Conservation and risk management capacities                           |                                                                                                                                                                                                                                                                                                                                                                                                               |
| Long-term outcome                                                                       | By 2031, Member States have better heritage conservation and risk management approaches.                                                                                                                                                                                                                                                                                                                      |
| Intermediate outcome                                                                    | Heritage organizations, professionals and communities <b>more widely employ</b> improved conservation and risk management approaches, including through the adoption of innovative technologies, to address the impacts of societal shifts and other diverse and emerging hazards to heritage, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises. |
| Short-term outcomes                                                                     | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to conserve and manage risks to heritage, including through the adoption of innovative technologies, in the face of societal shifts and other diverse and emerging hazards, particularly those related to changing climate                                                                         |

|                                                                               |                                                                                                                                                                                                                                                                                     |               |                  |                                                  |               |                            |                                    |                                                  |
|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------|--------------------------------------------------|---------------|----------------------------|------------------------------------|--------------------------------------------------|
|                                                                               | patterns, urbanization, digital transition, and complex crises.                                                                                                                                                                                                                     |               |                  |                                                  |               |                            |                                    |                                                  |
|                                                                               | Heritage organizations, professionals and communities <b>have increased awareness</b> of innovative technologies to support heritage conservation and risk management.                                                                                                              |               |                  |                                                  |               |                            |                                    |                                                  |
|                                                                               | Heritage organizations, professionals and communities <b>have increased awareness</b> of the impacts of societal shifts and diverse and emerging threats to heritage, particularly those related to changing climate patterns, urbanization, digital transition and complex crises. |               |                  |                                                  |               |                            |                                    |                                                  |
| Outputs                                                                       | <b>Description</b>                                                                                                                                                                                                                                                                  | <b>Target</b> | <b>Activity</b>  | <b>Topic</b>                                     | <b>Region</b> | <b>Other PAs addressed</b> | <b>Voluntary Contributions (€)</b> | <b>Regular Budget - catalytic seed funds (€)</b> |
|                                                                               | People trained                                                                                                                                                                                                                                                                      | 40            | Training course  | DRM for World Heritage                           | International | SD2-PA1                    | 40 000                             | -                                                |
|                                                                               | Conferences organized                                                                                                                                                                                                                                                               | 1             | Conference       | World Archaeology                                | International | -                          |                                    |                                                  |
| Aspirational outputs                                                          | Fora organized                                                                                                                                                                                                                                                                      | 2             | Fora             | World Heritage Site Managers Forum               | International | -                          | -                                  | -                                                |
| <b>PRIORITY AREA 2 - People-centred and participatory heritage management</b> |                                                                                                                                                                                                                                                                                     |               |                  |                                                  |               |                            |                                    |                                                  |
| Long-term outcome                                                             | By 2031, Member States have more people-centred and participatory heritage management.                                                                                                                                                                                              |               |                  |                                                  |               |                            |                                    |                                                  |
| Intermediate outcome                                                          | Communities, supported by heritage organizations and professionals <b>more actively engage</b> in heritage governance and management through the wider adoption of people-centred and participatory approaches.                                                                     |               |                  |                                                  |               |                            |                                    |                                                  |
| Short-term outcomes                                                           | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to implement people-centred and participatory rights-based approaches that enable communities to meaningfully engage in heritage governance and management.                           |               |                  |                                                  |               |                            |                                    |                                                  |
|                                                                               | Heritage authorities, organizations and professionals <b>have increased awareness and aspiration</b> to implement people-centred and participatory rights-based approaches that enable communities to meaningfully engage in heritage governance and management.                    |               |                  |                                                  |               |                            |                                    |                                                  |
|                                                                               | Communities <b>have increased awareness and aspiration</b> to meaningfully engage in heritage governance and management.                                                                                                                                                            |               |                  |                                                  |               |                            |                                    |                                                  |
| Outputs                                                                       | <b>Description</b>                                                                                                                                                                                                                                                                  | <b>Target</b> | <b>Activity</b>  | <b>Topic</b>                                     | <b>Region</b> | <b>Other PAs addressed</b> | <b>Voluntary Contributions (€)</b> | <b>Regular Budget - catalytic seed funds (€)</b> |
|                                                                               | People trained                                                                                                                                                                                                                                                                      | 110           | Training courses | World Heritage management: People Nature Culture | International | -                          | 65 000                             | -                                                |
| Aspirational outputs                                                          | People trained                                                                                                                                                                                                                                                                      | 30            | Training course  | World Heritage management: People Nature Culture | Regional      | -                          | -                                  | -                                                |
| <b>PRIORITY AREA 3 - Anticipation in the heritage sector</b>                  |                                                                                                                                                                                                                                                                                     |               |                  |                                                  |               |                            |                                    |                                                  |
| Long-term outcome                                                             | By 2031, Member States have more future-proof heritage strategies.                                                                                                                                                                                                                  |               |                  |                                                  |               |                            |                                    |                                                  |
| Intermediate outcome                                                          | Heritage authorities and organizations <b>more widely adopt</b> anticipatory methods to develop resilient long-term strategies to ensure the future relevance and sustainability of heritage operations.                                                                            |               |                  |                                                  |               |                            |                                    |                                                  |

| Short-term outcomes                                                                                                 | Heritage authorities and organizations <b>have improved knowledge, skills and resources</b> to implement anticipatory methods to develop resilient long-term strategies to ensure the future relevance and sustainability of heritage operations.                              |        |                                |                                                                   |               |                     |                             |                                           |
|---------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------------------------------|-------------------------------------------------------------------|---------------|---------------------|-----------------------------|-------------------------------------------|
|                                                                                                                     | Heritage authorities and organizations <b>have increased awareness and aspiration to</b> use anticipatory methods to develop resilient long-term strategies to ensure the future relevance and sustainability of heritage operations.                                          |        |                                |                                                                   |               |                     |                             |                                           |
| Outputs                                                                                                             | Description                                                                                                                                                                                                                                                                    | Target | Activity                       | Topic                                                             | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed fund (€)  |
|                                                                                                                     | People trained                                                                                                                                                                                                                                                                 | 100    | Training course                | Impact assessment for World Heritage                              | International | -                   | 82 000                      | -                                         |
|                                                                                                                     | Publications developed                                                                                                                                                                                                                                                         | 1      | Tool development / Publication | Guidance on Strategic Environmental Assessment for World Heritage | International | -                   |                             |                                           |
| Aspirational outputs                                                                                                | People trained                                                                                                                                                                                                                                                                 | 30     | Training course                | Impact assessment for World Heritage                              | Regional      | -                   | -                           | -                                         |
| STRATEGIC DIRECTION 2 - ACTIVATE: Accelerate positive change and sustainable socio-economic growth through heritage |                                                                                                                                                                                                                                                                                |        |                                |                                                                   |               |                     |                             |                                           |
| PRIORITY AREA 1 - Heritage for durable climate solutions                                                            |                                                                                                                                                                                                                                                                                |        |                                |                                                                   |               |                     |                             |                                           |
| Long-term outcome                                                                                                   | By 2031, Member States have improved and durable climate solutions supported through heritage.                                                                                                                                                                                 |        |                                |                                                                   |               |                     |                             |                                           |
| Intermediate outcome                                                                                                | Heritage organizations, professionals and communities <b>support</b> durable climate solutions by managing and using heritage and heritage-based knowledge resources and practices more effectively to mitigate environmental shifts and reduce the severity of their impacts. |        |                                |                                                                   |               |                     |                             |                                           |
| Short-term outcomes                                                                                                 | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to promote and implement environmentally sustainable practices within heritage conservation, management, and heritage tourism.                                                   |        |                                |                                                                   |               |                     |                             |                                           |
|                                                                                                                     | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to utilize heritage and heritage-based practices for durable climate solutions.                                                                                     |        |                                |                                                                   |               |                     |                             |                                           |
|                                                                                                                     | Heritage organizations, professionals and communities <b>have increased awareness and aspiration to</b> utilize heritage and heritage-based practices for durable climate solutions.                                                                                           |        |                                |                                                                   |               |                     |                             |                                           |
| Aspirational outputs                                                                                                | Description                                                                                                                                                                                                                                                                    | Target | Activity                       | Topic                                                             | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                                                     | Field-level project activities supported                                                                                                                                                                                                                                       | 2      | Field-level project activities | Field testing of the Climate Action toolkit for World Heritage    | International | -                   | -                           | -                                         |
|                                                                                                                     | Tools developed                                                                                                                                                                                                                                                                | 1      | Tool development               | Climate Action Toolkit for World Heritage                         | International | -                   |                             |                                           |
| PRIORITY AREA 2 - Heritage for social cohesion                                                                      |                                                                                                                                                                                                                                                                                |        |                                |                                                                   |               |                     |                             |                                           |
| Long-term outcome                                                                                                   | By 2031, Member States have improved social cohesion, sustainable peace and well-being supported through heritage.                                                                                                                                                             |        |                                |                                                                   |               |                     |                             |                                           |
| Intermediate outcome                                                                                                | Communities, supported by heritage organizations and professionals, <b>more actively engage</b> in heritage-based initiatives for improved social cohesion, peacefulness and well-being.                                                                                       |        |                                |                                                                   |               |                     |                             |                                           |

|                                                                                                        |                                                                                                                                                                                                                                                         |        |             |                                                              |               |                     |                             |                                           |
|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------|--------------------------------------------------------------|---------------|---------------------|-----------------------------|-------------------------------------------|
| Short-term outcomes                                                                                    | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to utilize heritage to strengthen social cohesion, well-being and sustainable peace.                                                         |        |             |                                                              |               |                     |                             |                                           |
|                                                                                                        | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to utilize heritage to support human-centred technological and digital innovation.                                                                        |        |             |                                                              |               |                     |                             |                                           |
|                                                                                                        | Heritage organizations, professionals and communities <b>have increased awareness and aspiration</b> to utilize heritage for strengthening social cohesion, well-being and sustainable peace.                                                           |        |             |                                                              |               |                     |                             |                                           |
|                                                                                                        | Heritage organizations and professionals <b>have increased awareness</b> of the value of heritage to support human-centred technological and digital innovation.                                                                                        |        |             |                                                              |               |                     |                             |                                           |
| Aspirational outputs                                                                                   | Description                                                                                                                                                                                                                                             | Target | Activity    | Topic                                                        | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                                        | Publications developed                                                                                                                                                                                                                                  | 1      | Publication | Guidance notes on Participatory approaches to World Heritage | International | SD1-PA2, SD3-PA3    | -                           | -                                         |
|                                                                                                        | Webinars organized                                                                                                                                                                                                                                      | 1      | Webinar     | Participatory approaches to World Heritage                   | International | SD1-PA2             |                             |                                           |
| PRIORITY AREA 3 - Heritage for better lives and livelihoods                                            |                                                                                                                                                                                                                                                         |        |             |                                                              |               |                     |                             |                                           |
| Long-term outcome                                                                                      | By 2031, Member States have better lives and livelihoods enabled through heritage.                                                                                                                                                                      |        |             |                                                              |               |                     |                             |                                           |
| Intermediate outcome                                                                                   | Communities, supported by heritage organizations and professionals, <b>more actively engage</b> in sustainable cultural entrepreneurship, tourism and creative economy initiatives using heritage to promote their sustainable socio-economic growth.   |        |             |                                                              |               |                     |                             |                                           |
| Short-term outcomes                                                                                    | Communities <b>have improved knowledge, skills and resources</b> to sustainably utilize heritage for achieving better lives and livelihoods.                                                                                                            |        |             |                                                              |               |                     |                             |                                           |
|                                                                                                        | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to engage in initiatives to sustainably use heritage to promote better lives and livelihoods for communities.                                             |        |             |                                                              |               |                     |                             |                                           |
|                                                                                                        | Heritage organizations, professionals and communities <b>have increased awareness and aspiration</b> to utilize heritage for achieving better lives and livelihoods.                                                                                    |        |             |                                                              |               |                     |                             |                                           |
| Outputs                                                                                                | Description                                                                                                                                                                                                                                             | Target | Activity    | Topic                                                        | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                                        | Workshops organized                                                                                                                                                                                                                                     | 1      | Workshop    | Services and benefits of World Heritage                      | International | -                   | -                           | 5 000                                     |
| STRATEGIC DIRECTION 3 - RECOGNIZE: Strengthen policy inclusion and coherence, and support for heritage |                                                                                                                                                                                                                                                         |        |             |                                                              |               |                     |                             |                                           |
| PRIORITY AREA 1 - Evidence for the wider benefits of heritage                                          |                                                                                                                                                                                                                                                         |        |             |                                                              |               |                     |                             |                                           |
| Long-term outcome                                                                                      | By 2031, Member States have better evidence of heritage benefits to secure greater policy support and investment.                                                                                                                                       |        |             |                                                              |               |                     |                             |                                           |
| Intermediate outcome                                                                                   | Heritage organizations, professionals and communities <b>more systematically collect and share</b> evidence about the wider societal benefits of heritage and its conservation to secure greater policy support and investment.                         |        |             |                                                              |               |                     |                             |                                           |
| Short-term outcomes                                                                                    | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to systematically collect evidence about the wider societal benefits of heritage and its conservation using relevant methods and indicators. |        |             |                                                              |               |                     |                             |                                           |

|  |                                                                                                                                                                                                                                              |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Heritage organizations, professionals and communities <b>have increased awareness and aspiration</b> to collect evidence about the wider societal benefits of heritage and its conservation to secure greater policy support and investment. |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|         | Description                                 | Target | Activity                | Topic                                                                                                | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|---------|---------------------------------------------|--------|-------------------------|------------------------------------------------------------------------------------------------------|---------------|---------------------|-----------------------------|-------------------------------------------|
| Outputs | Workshops organized                         | 2      | Workshop                | Heritage-based solutions in nature-culture conservation and people-centred approaches                | International | -                   | 11 000                      | -                                         |
|         | Publications released (online case studies) | 20     | Publication on platform | Heritage-based solutions in nature-culture conservation and people-centred approaches (case studies) | International | -                   |                             |                                           |

### PRIORITY AREA 2 - Cross-sectoral engagement around heritage

|                      |                                                                                                                                                                                                                      |  |  |  |  |  |  |  |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|--|--|
| Long-term outcome    | By 2031, Member States have stronger cross-sectoral collaboration for sustaining heritage and its contribution to responsible long-term development.                                                                 |  |  |  |  |  |  |  |
| Intermediate outcome | Actors from beyond the heritage sector <b>more actively engage and establish</b> partnerships to better sustain heritage and utilize it for responsible long-term development.                                       |  |  |  |  |  |  |  |
| Short-term outcomes  | Heritage organizations, professionals, and actors from other sectors <b>have improved knowledge, skills, and resources</b> to collaborate in heritage-based activities to support responsible long-term development. |  |  |  |  |  |  |  |
|                      | Heritage organizations, professionals, and actors from other sectors <b>have increased awareness and aspiration</b> to collaborate in heritage-based activities to support responsible long-term development.        |  |  |  |  |  |  |  |

|         | Description    | Target | Activity         | Topic                                                                  | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|---------|----------------|--------|------------------|------------------------------------------------------------------------|---------------|---------------------|-----------------------------|-------------------------------------------|
| Outputs | People trained | 40     | Training courses | Training of Trainers: World Heritage management: People Nature Culture | International | SD1-PA2             | 160 000                     | -                                         |
|         |                |        |                  | Training of Trainers: Impact assessment for World Heritage             | International | SD1-PA3             |                             |                                           |

### PRIORITY AREA 3 - Heritage integration within broader policy areas

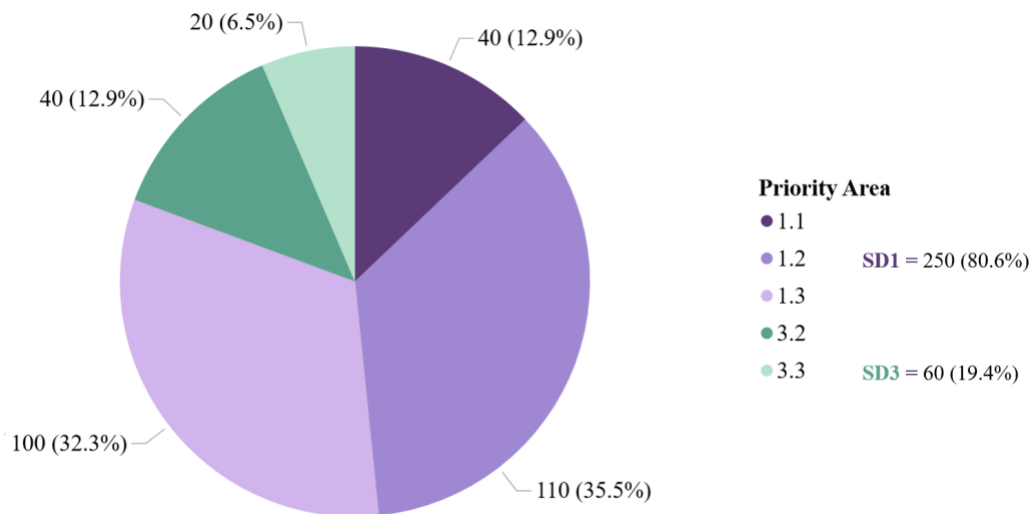
|                      |                                                                                                                                                                                                                                                                      |  |  |  |  |  |  |  |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|--|--|
| Long-term outcome    | By 2031, Member States have increased heritage integration in policy areas.                                                                                                                                                                                          |  |  |  |  |  |  |  |
| Intermediate outcome | Policymakers <b>better recognize and support</b> heritage and its conservation as a key component of responsible long-term development efforts at national and international levels.                                                                                 |  |  |  |  |  |  |  |
| Short-term outcomes  | Policymakers, from the heritage sector and other sectors, <b>have improved knowledge and skills</b> to systematically embed heritage and its conservation into wider policy areas concerning responsible long-term development at national and international levels. |  |  |  |  |  |  |  |
|                      | Policymakers, from the heritage sector and other sectors, <b>have increased awareness and aspiration</b> to include heritage and its conservation within wider policy areas concerning responsible long-term development at national and international levels.       |  |  |  |  |  |  |  |

|                                | Description                | Target   | Activity          | Topic                                                                                    | Region        | Other PAs addressed                         | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|--------------------------------|----------------------------|----------|-------------------|------------------------------------------------------------------------------------------|---------------|---------------------------------------------|-----------------------------|-------------------------------------------|
| Outputs                        | Advisory services provided | On-going | Advisory services | Advisory services to the World Heritage Committee                                        | International | SD1-PA1, SD1-PA2, SD2-PA1, SD3-PA1, SD3-PA2 | 117 308                     | -                                         |
|                                | Advisory services provided | 7        | Advisory services | Technical advisory services to Member States on Impact Assessment Legislative Frameworks | International | -                                           | -                           | 30 000                                    |
|                                |                            |          |                   | Disaster risk planning for specific World Heritage sites                                 | International | SD1-PA1                                     |                             |                                           |
|                                |                            |          |                   | Management effectiveness assessment for specific World Heritage sites                    | International | SD1-PA1                                     |                             |                                           |
|                                | People trained             | 20       | Training course   | Managing multiple international designated areas                                         | International | -                                           |                             |                                           |
| <b>TOTAL budget allocation</b> |                            |          |                   |                                                                                          |               |                                             | <b>475 308</b>              | <b>35 000</b>                             |

**Distribution of Outputs by Priority Areas**



**People Trained by Priority Areas**



## ICCROM Regional Centre in Sharjah - Architectural Archaeological Tangible Heritage in the Arab Region (SHJ-ATHAR)

**Overview:** Since 2004, the ATHAR Programme has played a central role in ICCROM's mission in the Arab region, further cemented in 2012 with the establishment of the ICCROM Regional Centre in Sharjah. The Centre is a regional hub for cultural heritage education, advocacy, and policy dialogue. With the support of the Government of Sharjah and the UAE, it empowers heritage professionals and institutions to manage cultural heritage sustainably, including archaeological sites and museum collections, while promoting heritage's broader social, economic, and environmental values. Its key programmes include the Master Programme in Conservation Management of Cultural Heritage, the ICCROM-Sharjah Awards, the Arab Forum for Cultural Heritage, and a range of hybrid learning and outreach activities.

**Key implementation methods:** The Centre contributes to delivering the corporate outputs through two intakes of its Master Programme in Conservation Management, which builds regional capacities in site and museum management, risk preparedness, and sustainable planning. It implements the ICCROM-Sharjah Awards, including the Good Practices Award and the Young Award, to recognize innovative heritage conservation practices and youth-led initiatives across the region. The Centre organizes the Arab Forum for Cultural Heritage, bringing together experts, communities, and policymakers to address critical issues in cultural heritage preservation and development. This forum offers a range of online and in-person training activities, addressing urgent challenges such as conflict recovery, sustainability, and participatory heritage practices. Advocacy and knowledge-sharing are supported through the production of publications, policy recommendations, and multimedia resources in Arabic and English, with a focus on strengthening partnerships and expanding professional networks across the region. Furthermore, the Centre directly assists Member States in the region, providing technical support, advisory services, and knowledge resources to cultural heritage institutions. Collaborations with other ICCROM programmes and initiatives that are strategically aligned with Arab region-related matters maximize impact and advance shared objectives.

**Contribution to Strategic Directions and Priority Areas:** By advancing ICCROM's global mission through a regional lens, the Sharjah Centre contributes across all Strategic Directions and most Priority Areas. Through initiatives such as the Master's in Conservation Management, training courses, and summer schools, it builds professional capacities for conservation and risk management, directly supporting SD1-PA1. By embedding inclusive and participatory approaches through initiatives like the Arab Forum, it strengthens SD1-PA2. The Centre also addresses SD2-PA2 and SD2-PA3 by enhancing heritage's role in fostering social cohesion, well-being, and livelihoods, notably through community engagement, youth recognition, and the ICCROM-Sharjah Awards. Additionally, it actively contributes to SD3-PA1 by producing evidence-based publications and resources that illustrate the benefits of heritage and its conservation, enhancing knowledge dissemination and accessibility across the region. As a regional platform for policy dialogue and advocacy, the Centre promotes integrated heritage policies and cross-sectoral collaboration, further contributing to SD3-PA2 and SD3-PA3.

## Logical framework - ICCROM Regional Centre in Sharjah - Architectural Archaeological Tangible Heritage in the Arab Region (SHJ-ATHAR)

### STRATEGIC DIRECTION 1 - CONSERVE: Upskill and adapt to meet new conservation challenges

#### PRIORITY AREA 1 - Conservation and risk management capacities

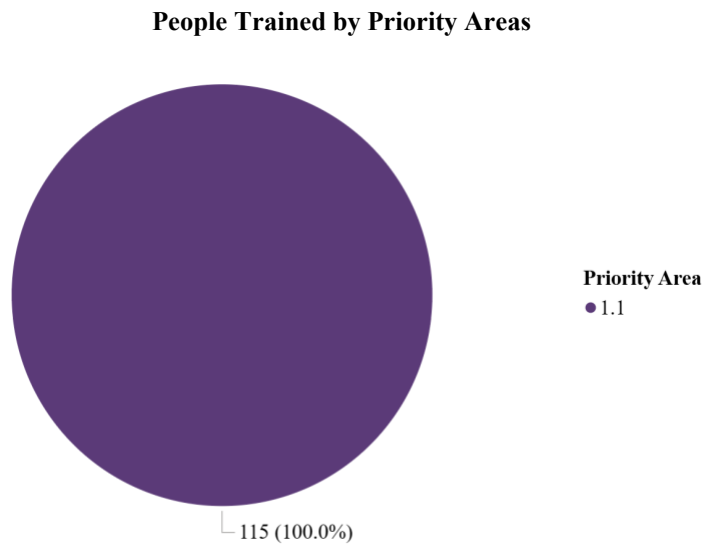
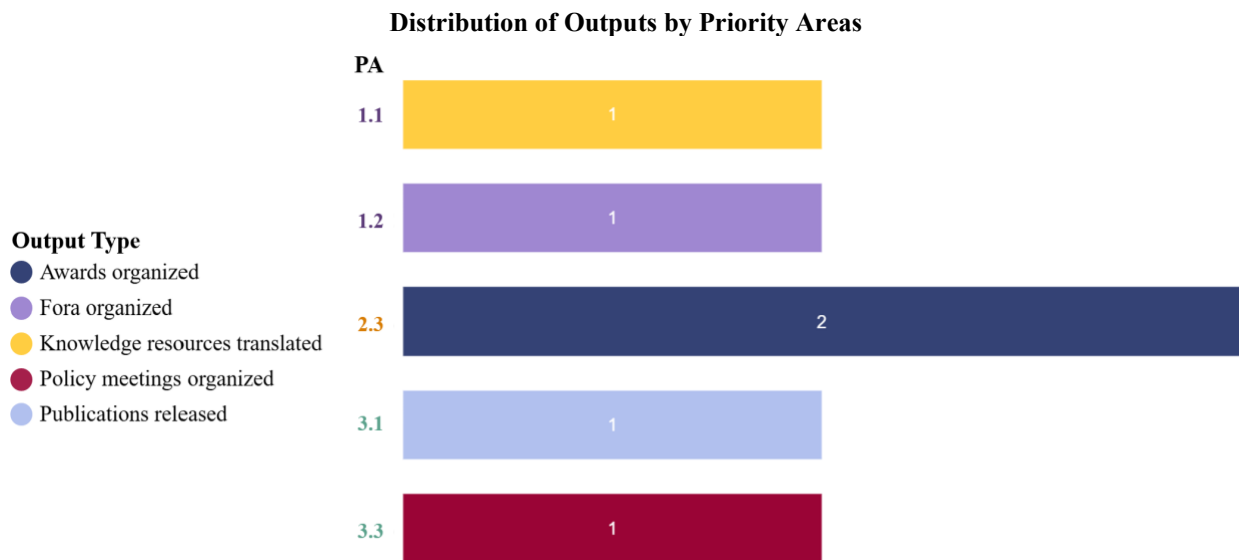
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|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------------------------|-----------------------------------------------|---------------|----------------------------|------------------------------------|--------------------------------------------------|
| Long-term outcome    | By 2031, Member States have better heritage conservation and risk management approaches.                                                                                                                                                                                                                                                                                                                      |               |                                    |                                               |               |                            |                                    |                                                  |
| Intermediate outcome | Heritage organizations, professionals and communities <b>more widely employ</b> improved conservation and risk management approaches, including through the adoption of innovative technologies, to address the impacts of societal shifts and other diverse and emerging hazards to heritage, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises. |               |                                    |                                               |               |                            |                                    |                                                  |
| Short-term outcomes  | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to conserve and manage risks to heritage, including through the adoption of innovative technologies, in the face of societal shifts and other diverse and emerging hazards, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises.         |               |                                    |                                               |               |                            |                                    |                                                  |
|                      | Heritage organizations, professionals and communities <b>have increased awareness</b> of innovative technologies to support heritage conservation and risk management.                                                                                                                                                                                                                                        |               |                                    |                                               |               |                            |                                    |                                                  |
|                      | Heritage organizations, professionals and communities <b>have increased awareness</b> of the impacts of societal shifts and diverse and emerging threats to heritage, particularly those related to changing climate patterns, urbanization, digital transition and complex crises.                                                                                                                           |               |                                    |                                               |               |                            |                                    |                                                  |
| Outputs              | <b>Description</b>                                                                                                                                                                                                                                                                                                                                                                                            | <b>Target</b> | <b>Activity</b>                    | <b>Topic</b>                                  | <b>Region</b> | <b>Other PAs addressed</b> | <b>Voluntary Contributions (€)</b> | <b>Regular Budget - catalytic seed funds (€)</b> |
|                      | People trained                                                                                                                                                                                                                                                                                                                                                                                                | 40            | Training course (Master's degree)  | Heritage conservation and management          | Arab Region   | -                          | 585 000                            | -                                                |
|                      |                                                                                                                                                                                                                                                                                                                                                                                                               | 75            | Training courses                   | Heritage conservation and management          | Arab Region   | -                          |                                    |                                                  |
|                      | Knowledge resources translated                                                                                                                                                                                                                                                                                                                                                                                | 1             | Translation of knowledge resources | History of architectural conservation (AR)    | Arab Region   | -                          |                                    |                                                  |
| Aspirational outputs | Technical projects implemented at the national level                                                                                                                                                                                                                                                                                                                                                          | 5             | Technical projects                 | Conservation and management of built heritage | Arab Region   | -                          | -                                  | -                                                |

#### PRIORITY AREA 2 - People-centred and participatory heritage management

|                      |                                                                                                                                                                                                                                                                  |  |  |  |  |  |  |  |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|--|--|
| Long-term outcome    | By 2031, Member States have more people-centred and participatory heritage management.                                                                                                                                                                           |  |  |  |  |  |  |  |
| Intermediate outcome | Communities, supported by heritage organizations and professionals <b>more actively engage</b> in heritage governance and management through the wider adoption of people-centred and participatory approaches.                                                  |  |  |  |  |  |  |  |
| Short-term outcomes  | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to implement people-centred and participatory rights-based approaches that enable communities to meaningfully engage in heritage governance and management.        |  |  |  |  |  |  |  |
|                      | Heritage authorities, organizations and professionals <b>have increased awareness and aspiration</b> to implement people-centred and participatory rights-based approaches that enable communities to meaningfully engage in heritage governance and management. |  |  |  |  |  |  |  |

|                                                                                                                     | Communities <b>have increased awareness and aspiration</b> to meaningfully engage in heritage governance and management.                                                                                                                                |        |          |                                                                                    |             |                     |                             |                                           |
|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------|------------------------------------------------------------------------------------|-------------|---------------------|-----------------------------|-------------------------------------------|
| Outputs                                                                                                             | Description                                                                                                                                                                                                                                             | Target | Activity | Topic                                                                              | Region      | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                                                     | Fora organized                                                                                                                                                                                                                                          | 1      | Forum    | Arab heritage forum                                                                | Arab Region | SD2-PA2, SD3-PA3    | 150 000                     | -                                         |
| STRATEGIC DIRECTION 2 - ACTIVATE: Accelerate positive change and sustainable socio-economic growth through heritage |                                                                                                                                                                                                                                                         |        |          |                                                                                    |             |                     |                             |                                           |
| PRIORITY AREA 3 - Heritage for better lives and livelihoods                                                         |                                                                                                                                                                                                                                                         |        |          |                                                                                    |             |                     |                             |                                           |
| Long-term outcome                                                                                                   | By 2031, Member States have better lives and livelihoods enabled through heritage.                                                                                                                                                                      |        |          |                                                                                    |             |                     |                             |                                           |
| Intermediate outcome                                                                                                | Communities, supported by heritage organizations and professionals, <b>more actively engage</b> in sustainable cultural entrepreneurship, tourism and creative economy initiatives using heritage to promote their sustainable socio-economic growth.   |        |          |                                                                                    |             |                     |                             |                                           |
| Short-term outcomes                                                                                                 | Communities <b>have improved knowledge, skills and resources</b> to sustainably utilize heritage for achieving better lives and livelihoods.                                                                                                            |        |          |                                                                                    |             |                     |                             |                                           |
|                                                                                                                     | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to engage in initiatives to sustainably use heritage to promote better lives and livelihoods for communities.                                             |        |          |                                                                                    |             |                     |                             |                                           |
|                                                                                                                     | Heritage organizations, professionals and communities <b>have increased awareness and aspiration</b> to utilize heritage for achieving better lives and livelihoods.                                                                                    |        |          |                                                                                    |             |                     |                             |                                           |
| Outputs                                                                                                             | Description                                                                                                                                                                                                                                             | Target | Activity | Topic                                                                              | Region      | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                                                     | Awards organized                                                                                                                                                                                                                                        | 2      | Award    | Good practices in cultural heritage conservation and management in the Arab Region | Arab Region | SD3-PA1             | 130 000                     | -                                         |
|                                                                                                                     |                                                                                                                                                                                                                                                         |        |          | Arab cultural heritage award for the young                                         | Arab Region | SD3-PA1             |                             |                                           |
| STRATEGIC DIRECTION 3 - RECOGNIZE: Strengthen policy inclusion and coherence, and support for heritage              |                                                                                                                                                                                                                                                         |        |          |                                                                                    |             |                     |                             |                                           |
| PRIORITY AREA 1 - Evidence for the wider benefits of heritage                                                       |                                                                                                                                                                                                                                                         |        |          |                                                                                    |             |                     |                             |                                           |
| Long-term outcome                                                                                                   | By 2031, Member States have better evidence of heritage benefits to secure greater policy support and investment.                                                                                                                                       |        |          |                                                                                    |             |                     |                             |                                           |
| Intermediate outcome                                                                                                | Heritage organizations, professionals and communities <b>more systematically collect and share</b> evidence about the wider societal benefits of heritage and its conservation to secure greater policy support and investment.                         |        |          |                                                                                    |             |                     |                             |                                           |
| Short-term outcomes                                                                                                 | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to systematically collect evidence about the wider societal benefits of heritage and its conservation using relevant methods and indicators. |        |          |                                                                                    |             |                     |                             |                                           |

|                                                                           | Heritage organizations, professionals and communities <b>have increased awareness and aspiration</b> to collect evidence about the wider societal benefits of heritage and its conservation to secure greater policy support and investment.                         |        |                |                                                                        |             |                     |                             |                                           |
|---------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------------|------------------------------------------------------------------------|-------------|---------------------|-----------------------------|-------------------------------------------|
| Outputs                                                                   | Description                                                                                                                                                                                                                                                          | Target | Activity       | Topic                                                                  | Region      | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                           | Publications released                                                                                                                                                                                                                                                | 1      | Publication    | Raising awareness and evidencing the benefits of heritage conservation | Arab Region | -                   | 60 000                      | -                                         |
| <b>PRIORITY AREA 3 - Heritage integration within broader policy areas</b> |                                                                                                                                                                                                                                                                      |        |                |                                                                        |             |                     |                             |                                           |
| Long-term outcome                                                         | By 2031, Member States have increased heritage integration in policy areas.                                                                                                                                                                                          |        |                |                                                                        |             |                     |                             |                                           |
| Intermediate outcome                                                      | Policymakers <b>better recognize and support</b> heritage and its conservation as a key component of responsible long-term development efforts at national and international levels.                                                                                 |        |                |                                                                        |             |                     |                             |                                           |
| Short-term outcomes                                                       | Policymakers, from the heritage sector and other sectors, <b>have improved knowledge and skills</b> to systematically embed heritage and its conservation into wider policy areas concerning responsible long-term development at national and international levels. |        |                |                                                                        |             |                     |                             |                                           |
|                                                                           | Policymakers, from the heritage sector and other sectors, <b>have increased awareness and aspiration</b> to include heritage and its conservation within wider policy areas concerning responsible long-term development at national and international levels.       |        |                |                                                                        |             |                     |                             |                                           |
| Outputs                                                                   | Description                                                                                                                                                                                                                                                          | Target | Activity       | Topic                                                                  | Region      | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                           | Policy meetings organized                                                                                                                                                                                                                                            | 1      | Policy meeting | Regional advisory and consultation meeting - heritage policies         | Arab Region | -                   | 20 000                      | -                                         |
|                                                                           |                                                                                                                                                                                                                                                                      |        |                |                                                                        |             |                     |                             |                                           |
| <b>TOTAL budget allocation</b>                                            |                                                                                                                                                                                                                                                                      |        |                |                                                                        |             |                     | <b>945 000</b>              | <b>-</b>                                  |



## Youth Heritage Africa (YHA)

**Overview:** YHA is ICCROM's programme designed to engage and empower young people in the sustainable management of Africa's cultural heritage. In a continent where unemployment rates are high, particularly among young people, and where communities are increasingly vulnerable to changing climate patterns, the programme focuses on empowering youth and local communities to take an active role in heritage conservation, innovation and creative entrepreneurship. Through this programme, ICCROM contributes to building a sense of ownership and pride for cultural heritage while simultaneously creating new opportunities for sustainable livelihoods and economic growth.

**Key implementation methods:** YHA integrates youth-led initiatives, empowering them to drive heritage-based economic growth and sustainable livelihoods. Key delivery mechanisms include capacity-building through specialized training in heritage conservation and climate resilience, supported by Heritage Hubs for innovation, crafts, creative entrepreneurship and community engagement. The programme relies on partnerships with African national public heritage institutions, local governments, alongside international and regional organizations involved in heritage. During this biennium, YHA is strengthening programmatic synergies with other ICCROM programmes and initiatives, including FAR for safeguarding African heritage during crises, WHL for World Heritage conservation and management in the African context, and SHJ-ATHAR for projects involving Arab countries in North Africa. Following their successful pilot in Africa, the Heritage Hubs will be replicated in other regions of the world.

**Contribution to Strategic Directions and Priority Areas:** YHA supports ICCROM's strategic goals by directly addressing SD2-PA3, leveraging heritage to drive sustainable socio-economic growth and fostering youth engagement in heritage management, economic activities, and sustainable livelihoods. This approach also empowers communities to leverage their cultural assets for social cohesion and peacebuilding, thereby addressing SD2-PA2. Moreover, YHA plays a pivotal role in contributing to SD3-PA2 and SD3-PA3 by advocating for the integration of heritage conservation into broader national and international development policies.

### Logical framework – Youth Heritage Africa (YHA)

| STRATEGIC DIRECTION 1 - CONSERVE: Upskill and adapt to meet new conservation challenges |                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PRIORITY AREA 1 - Conservation and risk management capacities                           |                                                                                                                                                                                                                                                                                                                                                                                                               |
| Long-term outcome                                                                       | By 2031, Member States have better heritage conservation and risk management approaches.                                                                                                                                                                                                                                                                                                                      |
| Intermediate outcome                                                                    | Heritage organizations, professionals and communities <b>more widely employ</b> improved conservation and risk management approaches, including through the adoption of innovative technologies, to address the impacts of societal shifts and other diverse and emerging hazards to heritage, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises. |
| Short-term outcomes                                                                     | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to conserve and manage risks to heritage, including through the adoption of innovative technologies, in the face of societal shifts and other diverse and emerging hazards, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises.         |

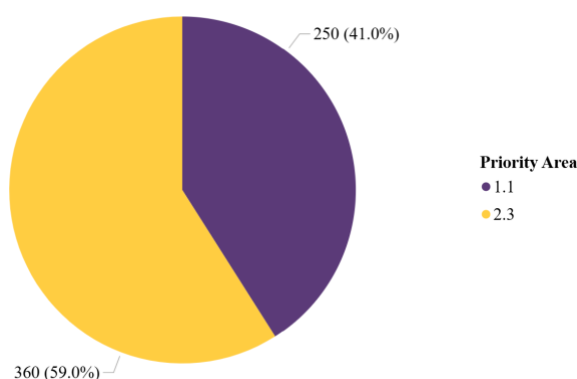
|                                                                                                                            |                                                                                                                                                                                                                                                                                     |               |                     |                                                                                          |                          |                            |                                    |                                                  |
|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------------|------------------------------------------------------------------------------------------|--------------------------|----------------------------|------------------------------------|--------------------------------------------------|
|                                                                                                                            | Heritage organizations, professionals and communities <b>have increased awareness</b> of innovative technologies to support heritage conservation and risk management.                                                                                                              |               |                     |                                                                                          |                          |                            |                                    |                                                  |
|                                                                                                                            | Heritage organizations, professionals and communities <b>have increased awareness</b> of the impacts of societal shifts and diverse and emerging threats to heritage, particularly those related to changing climate patterns, urbanization, digital transition and complex crises. |               |                     |                                                                                          |                          |                            |                                    |                                                  |
| Outputs                                                                                                                    | <b>Description</b>                                                                                                                                                                                                                                                                  | <b>Target</b> | <b>Activity</b>     | <b>Topic</b>                                                                             | <b>Region</b>            | <b>Other PAs addressed</b> | <b>Voluntary Contributions (€)</b> | <b>Regular Budget - catalytic seed funds (€)</b> |
|                                                                                                                            | People trained                                                                                                                                                                                                                                                                      | 250           | Training courses    | Novel technologies for heritage monitoring and management (focus on young professionals) | Africa                   | -                          | 65 000                             | -                                                |
| Aspirational outputs                                                                                                       | Fora organized                                                                                                                                                                                                                                                                      | 2             | Fora                | African World Heritage Youth Forum                                                       | Africa                   | -                          | -                                  | -                                                |
| <b>PRIORITY AREA 2 - People-centred and participatory heritage management</b>                                              |                                                                                                                                                                                                                                                                                     |               |                     |                                                                                          |                          |                            |                                    |                                                  |
| Long-term outcome                                                                                                          | By 2031, Member States have more people-centred and participatory heritage management.                                                                                                                                                                                              |               |                     |                                                                                          |                          |                            |                                    |                                                  |
| Intermediate outcome                                                                                                       | Communities, supported by heritage organizations and professionals <b>more actively engage</b> in heritage governance and management through the wider adoption of people-centred and participatory approaches.                                                                     |               |                     |                                                                                          |                          |                            |                                    |                                                  |
| Short-term outcomes                                                                                                        | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to implement people-centred and participatory rights-based approaches that enable communities to meaningfully engage in heritage governance and management.                           |               |                     |                                                                                          |                          |                            |                                    |                                                  |
|                                                                                                                            | Heritage authorities, organizations and professionals <b>have increased awareness and aspiration</b> to implement people-centred and participatory rights-based approaches that enable communities to meaningfully engage in heritage governance and management.                    |               |                     |                                                                                          |                          |                            |                                    |                                                  |
|                                                                                                                            | Communities <b>have increased awareness and aspiration</b> to meaningfully engage in heritage governance and management.                                                                                                                                                            |               |                     |                                                                                          |                          |                            |                                    |                                                  |
| Outputs                                                                                                                    | <b>Description</b>                                                                                                                                                                                                                                                                  | <b>Target</b> | <b>Activity</b>     | <b>Topic</b>                                                                             | <b>Region</b>            | <b>Other PAs addressed</b> | <b>Voluntary Contributions (€)</b> | <b>Regular Budget - catalytic seed funds (€)</b> |
|                                                                                                                            | Toolkits developed                                                                                                                                                                                                                                                                  | 1             | Toolkit development | Amplification of youth perspectives in cultural heritage: youth engagement toolkit       | Africa and international | -                          | 35 000                             | -                                                |
| <b>STRATEGIC DIRECTION 2 - ACTIVATE: Accelerate positive change and sustainable socio-economic growth through heritage</b> |                                                                                                                                                                                                                                                                                     |               |                     |                                                                                          |                          |                            |                                    |                                                  |
| <b>PRIORITY AREA 1 - Heritage for durable climate solutions</b>                                                            |                                                                                                                                                                                                                                                                                     |               |                     |                                                                                          |                          |                            |                                    |                                                  |
| Long-term outcome                                                                                                          | By 2031, Member States have improved and durable climate solutions supported through heritage.                                                                                                                                                                                      |               |                     |                                                                                          |                          |                            |                                    |                                                  |
| Intermediate outcome                                                                                                       | Heritage organizations, professionals and communities <b>support</b> durable climate solutions by managing and using heritage and heritage-based knowledge resources and practices more effectively to mitigate environmental shifts and reduce the severity of their impacts.      |               |                     |                                                                                          |                          |                            |                                    |                                                  |

|                                                                    |                                                                                                                                                                                                                                                       |               |                                |                                                                                  |               |                                    |                                    |                                                  |
|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------------------------|----------------------------------------------------------------------------------|---------------|------------------------------------|------------------------------------|--------------------------------------------------|
| Short-term outcomes                                                | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to promote and implement environmentally sustainable practices within heritage conservation, management, and heritage tourism.                          |               |                                |                                                                                  |               |                                    |                                    |                                                  |
|                                                                    | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to utilize heritage and heritage-based practices for durable climate solutions.                                                            |               |                                |                                                                                  |               |                                    |                                    |                                                  |
|                                                                    | Heritage organizations, professionals and communities <b>have increased awareness and aspiration to</b> utilize heritage and heritage-based practices for durable climate solutions.                                                                  |               |                                |                                                                                  |               |                                    |                                    |                                                  |
| Aspirational outputs                                               | <b>Description</b>                                                                                                                                                                                                                                    | <b>Target</b> | <b>Activity</b>                | <b>Topic</b>                                                                     | <b>Region</b> | <b>Other PAs addressed</b>         | <b>Voluntary Contributions (€)</b> | <b>Regular Budget - catalytic seed funds (€)</b> |
|                                                                    | People trained                                                                                                                                                                                                                                        | 120           | Training course                | Youth and durable climate solutions for heritage                                 | Africa        | -                                  | -                                  | -                                                |
| <b>PRIORITY AREA 3 - Heritage for better lives and livelihoods</b> |                                                                                                                                                                                                                                                       |               |                                |                                                                                  |               |                                    |                                    |                                                  |
| Long-term outcome                                                  | By 2031, Member States have better lives and livelihoods enabled through heritage.                                                                                                                                                                    |               |                                |                                                                                  |               |                                    |                                    |                                                  |
| Intermediate outcome                                               | Communities, supported by heritage organizations and professionals, <b>more actively engage</b> in sustainable cultural entrepreneurship, tourism and creative economy initiatives using heritage to promote their sustainable socio-economic growth. |               |                                |                                                                                  |               |                                    |                                    |                                                  |
| Short-term outcomes                                                | Communities <b>have improved knowledge, skills and resources</b> to sustainably utilize heritage for achieving better lives and livelihoods.                                                                                                          |               |                                |                                                                                  |               |                                    |                                    |                                                  |
|                                                                    | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to engage in initiatives to sustainably use heritage to promote better lives and livelihoods for communities.                                           |               |                                |                                                                                  |               |                                    |                                    |                                                  |
|                                                                    | Heritage organizations, professionals and communities <b>have increased awareness and aspiration to</b> utilize heritage for achieving better lives and livelihoods.                                                                                  |               |                                |                                                                                  |               |                                    |                                    |                                                  |
| Outputs                                                            | <b>Description</b>                                                                                                                                                                                                                                    | <b>Target</b> | <b>Activity</b>                | <b>Topic</b>                                                                     | <b>Region</b> | <b>Other PAs addressed</b>         | <b>Voluntary Contributions (€)</b> | <b>Regular Budget - catalytic seed funds (€)</b> |
|                                                                    | People trained                                                                                                                                                                                                                                        | 360           | Training courses               | Heritage conservation, conservation-based entrepreneurship and youth empowerment | Africa        | SD1-PA1, SD2-PA2                   | 3 012 900                          | -                                                |
| Aspirational outputs                                               | Field-level project activities supported                                                                                                                                                                                                              | 15            | Field-level project activities | Heritage innovation hubs: youth empowerment and business development             | Africa        | SD1-PA1, SD1-PA2, SD2-PA2, SD3-PA2 | -                                  | -                                                |
| <b>TOTAL budget allocation</b>                                     |                                                                                                                                                                                                                                                       |               |                                |                                                                                  |               |                                    | <b>3 112 900</b>                   | <b>-</b>                                         |

### Distribution of Outputs by Priority Areas



### People Trained by Priority Areas



## Heritage Management in Latin America and the Caribbean (LAC)

**Overview:** Amid complex crises and persistent inequities in access to conservation expertise, LAC prioritizes regional collaboration to strengthen adaptability. It addresses challenges posed by natural hazards, rapid urbanization, and the need for locally driven solutions. With Spanish as the primary language, the initiative focuses on disaster risk management and comprehensive heritage conservation - integrating long-term planning, impact assessment, community engagement, and material culture conservation within people-centred strategies. By uniting stakeholders across the LAC region, it reinforces ICCROM's broader conservation goals.

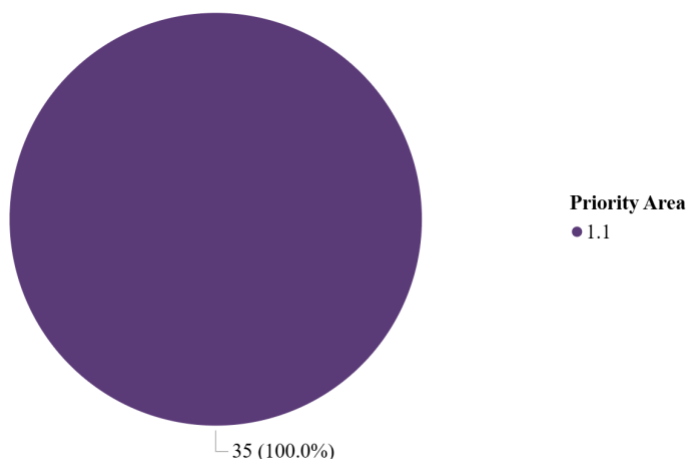
**Key implementation methods:** LAC's key implementation methods for this biennium include webinars, field projects, practical tool development, and targeted in-person training sessions. Activities are monitored through participation metrics and follow-up actions, supported by strengthened partnerships with cultural institutions. Emphasizing community engagement, the initiative ensures context-aware and sustainable capacity development.

**Contribution to Strategic Directions and Priority Areas:** Aligned with SD1-PA1 and SD1-PA2, LAC strengthens technical expertise and fosters inclusive governance in heritage conservation. Through cross-regional collaboration and training, it raises awareness and drives transformative practices. Additionally, LAC supports anticipatory approaches that empower local professionals and institutions to build resilience and plan for future-oriented conservation (SD1-PA3).

## Logical framework - Heritage Management in Latin America and the Caribbean (LAC)

| STRATEGIC DIRECTION 1 - CONSERVE: Upskill and adapt to meet new conservation challenges |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                  |                                                                                            |                           |                     |                             |                                           |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------|--------------------------------------------------------------------------------------------|---------------------------|---------------------|-----------------------------|-------------------------------------------|
| PRIORITY AREA 1 - Conservation and risk management capacities                           |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                  |                                                                                            |                           |                     |                             |                                           |
| Long-term outcome                                                                       | By 2031, Member States have better heritage conservation and risk management approaches.                                                                                                                                                                                                                                                                                                                      |        |                  |                                                                                            |                           |                     |                             |                                           |
| Intermediate outcome                                                                    | Heritage organizations, professionals and communities <b>more widely employ</b> improved conservation and risk management approaches, including through the adoption of innovative technologies, to address the impacts of societal shifts and other diverse and emerging hazards to heritage, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises. |        |                  |                                                                                            |                           |                     |                             |                                           |
| Short-term outcomes                                                                     | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to conserve and manage risks to heritage, including through the adoption of innovative technologies, in the face of societal shifts and other diverse and emerging hazards, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises.         |        |                  |                                                                                            |                           |                     |                             |                                           |
|                                                                                         | Heritage organizations, professionals and communities <b>have increased awareness</b> of innovative technologies to support heritage conservation and risk management.                                                                                                                                                                                                                                        |        |                  |                                                                                            |                           |                     |                             |                                           |
|                                                                                         | Heritage organizations, professionals and communities <b>have increased awareness</b> of the impacts of societal shifts and diverse and emerging threats to heritage, particularly those related to changing climate patterns, urbanization, digital transition and complex crises.                                                                                                                           |        |                  |                                                                                            |                           |                     |                             |                                           |
| Outputs                                                                                 | Description                                                                                                                                                                                                                                                                                                                                                                                                   | Target | Activity         | Topic                                                                                      | Region                    | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                         | People trained                                                                                                                                                                                                                                                                                                                                                                                                | 35     | Training courses | Reorganization of museum collections in storage                                            | Latin America & Caribbean | -                   | 10 000                      | 5 000                                     |
|                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                  | Paper conservation                                                                         | Latin America & Caribbean | -                   |                             |                                           |
| Aspirational outputs                                                                    | People trained                                                                                                                                                                                                                                                                                                                                                                                                | 25     | Training course  | Theory and history of conservation                                                         | Latin America & Caribbean | -                   | -                           | -                                         |
|                                                                                         | Journal issues published                                                                                                                                                                                                                                                                                                                                                                                      | 4      | Journal          | History and theories of heritage conservation                                              | Latin America & Caribbean | -                   |                             |                                           |
|                                                                                         | Webinars organized                                                                                                                                                                                                                                                                                                                                                                                            | 4      | Webinar          | Heritage building information modelling (HBIM) and digital tools for heritage conservation | Latin America & Caribbean | SD1-PA3, SD3-PA2    |                             |                                           |
|                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                  | Archaeological conservation                                                                | Latin America & Caribbean | -                   |                             |                                           |
| TOTAL budget allocation                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                  |                                                                                            |                           |                     | 10 000                      | 5 000                                     |

### People Trained by Priority Areas



## Sustainability and Built Heritage (SBH)

**Overview:** SBH advances sustainable conservation and management of built and urban heritage through three interlinked pillars: (1) Conservation of Built Heritage, (2) Urban Heritage for Responsible Long-term Development, and (3) Resilient Post-Crisis Recovery. It promotes integrated approaches combining traditional knowledge, innovative technologies, disaster risk reduction, climate solutions, and capacity building to ensure resilient and inclusive heritage practices.

**Key implementation methods:** During this biennium, SBH is delivering a series specialized training courses, developing practical toolkits and case studies, and implementing field projects and digital platforms at local, national, regional, and international levels. Collaborations with local governments, universities, NGOs, and international bodies strengthen municipal capacities, promote inclusive disaster and climate risk management approaches, and support recovery efforts. Additionally, SBH fosters innovation through the integration of artificial intelligence, robotics, and traditional skills. These outputs contribute to conservation, responsible long-term development, and socio-economic resilience. Synergies and collaborations with other programmes and initiatives focusing on regional or cross-cutting themes related to built and urban heritage are cultivated to maximize corporate impact.

**Contribution to Strategic Directions and Priority Areas:** SBH contributes directly to SD1-PA1, SD1-PA2, and SD1-PA3 by strengthening conservation and risk management capacities, supporting the adoption of innovative technologies, and advancing participatory governance and anticipatory methods for the conservation and management of built and urban heritage. It also supports SD2-PA1, SD2-PA2, and SD2-PA3 through capacity building for heritage-based solutions to changing climate patterns, community-driven recovery, entrepreneurship, and cultural resilience. Furthermore, by contributing to the generation of evidence on the benefits of built and urban heritage and its conservation, fostering cross-sectoral partnerships, and integrating heritage into broader policy frameworks, SBH also addresses the Priority Areas under SD3.



## Logical framework - Sustainability and Built Heritage (SBH)

| STRATEGIC DIRECTION 1 - CONSERVE: Upskill and adapt to meet new conservation challenges |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                     |                                                                                             |               |                     |                             |                                           |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------------------|---------------------------------------------------------------------------------------------|---------------|---------------------|-----------------------------|-------------------------------------------|
| PRIORITY AREA 1 - Conservation and risk management capacities                           |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                     |                                                                                             |               |                     |                             |                                           |
| Long-term outcome                                                                       | By 2031, Member States have better heritage conservation and risk management approaches.                                                                                                                                                                                                                                                                                                                      |        |                     |                                                                                             |               |                     |                             |                                           |
| Intermediate outcome                                                                    | Heritage organizations, professionals and communities <b>more widely employ</b> improved conservation and risk management approaches, including through the adoption of innovative technologies, to address the impacts of societal shifts and other diverse and emerging hazards to heritage, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises. |        |                     |                                                                                             |               |                     |                             |                                           |
| Short-term outcomes                                                                     | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to conserve and manage risks to heritage, including through the adoption of innovative technologies, in the face of societal shifts and other diverse and emerging hazards, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises.         |        |                     |                                                                                             |               |                     |                             |                                           |
|                                                                                         | Heritage organizations, professionals and communities <b>have increased awareness</b> of innovative technologies to support heritage conservation and risk management.                                                                                                                                                                                                                                        |        |                     |                                                                                             |               |                     |                             |                                           |
|                                                                                         | Heritage organizations, professionals and communities <b>have increased awareness</b> of the impacts of societal shifts and diverse and emerging threats to heritage, particularly those related to changing climate patterns, urbanization, digital transition and complex crises.                                                                                                                           |        |                     |                                                                                             |               |                     |                             |                                           |
| Outputs                                                                                 | Description                                                                                                                                                                                                                                                                                                                                                                                                   | Target | Activity            | Topic                                                                                       | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                         | People trained                                                                                                                                                                                                                                                                                                                                                                                                | 25     | Training course     | Novel methods for heritage conservation, monitoring, and risk management                    | Europe        | SD1-PA2             | 83 770                      | 6 000                                     |
|                                                                                         | Toolkits developed                                                                                                                                                                                                                                                                                                                                                                                            | 1      | Toolkit development | Novel methods for on-site and remote heritage conservation, monitoring, and risk management | Europe        | SD1-PA2             |                             |                                           |
|                                                                                         | People trained                                                                                                                                                                                                                                                                                                                                                                                                | 15     | Training course     | Built heritage conservation                                                                 | International | -                   |                             |                                           |
| Aspirational outputs                                                                    | People trained                                                                                                                                                                                                                                                                                                                                                                                                | 15     | Training course     | Heritage documentation                                                                      | International | SD3-PA2             | -                           | -                                         |
|                                                                                         | Guides published                                                                                                                                                                                                                                                                                                                                                                                              | 1      | Publication         | Integrated heritage documentation using traditional and contemporary techniques             | International | SD2-PA3             |                             |                                           |

| PRIORITY AREA 2 - People-centred and participatory heritage management                                              |                                                                                                                                                                                                                                                                                |        |                  |                                                             |               |                           |                             |                                           |
|---------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------|-------------------------------------------------------------|---------------|---------------------------|-----------------------------|-------------------------------------------|
| Long-term outcome                                                                                                   | By 2031, Member States have more people-centred and participatory heritage management.                                                                                                                                                                                         |        |                  |                                                             |               |                           |                             |                                           |
| Intermediate outcome                                                                                                | Communities, supported by heritage organizations and professionals <b>more actively engage</b> in heritage governance and management through the wider adoption of people-centred and participatory approaches.                                                                |        |                  |                                                             |               |                           |                             |                                           |
| Short-term outcomes                                                                                                 | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to implement people-centred and participatory rights-based approaches that enable communities to meaningfully engage in heritage governance and management.                      |        |                  |                                                             |               |                           |                             |                                           |
|                                                                                                                     | Heritage authorities, organizations and professionals <b>have increased awareness and aspiration</b> to implement people-centred and participatory rights-based approaches that enable communities to meaningfully engage in heritage governance and management.               |        |                  |                                                             |               |                           |                             |                                           |
|                                                                                                                     | Communities <b>have increased awareness and aspiration</b> to meaningfully engage in heritage governance and management.                                                                                                                                                       |        |                  |                                                             |               |                           |                             |                                           |
| Aspirational outputs                                                                                                | Description                                                                                                                                                                                                                                                                    | Target | Activity         | Topic                                                       | Region        | Other PAs addressed       | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                                                     | Tools developed                                                                                                                                                                                                                                                                | 1      | Tool development | Digital platform for sustainable urban heritage (prototype) | Europe        | SD1-PA1, SD2-PA1, SD3-PA2 | -                           | -                                         |
| PRIORITY AREA 3 - Anticipation in the heritage sector                                                               |                                                                                                                                                                                                                                                                                |        |                  |                                                             |               |                           |                             |                                           |
| Long-term outcome                                                                                                   | By 2031, Member States have more future-proof heritage strategies.                                                                                                                                                                                                             |        |                  |                                                             |               |                           |                             |                                           |
| Intermediate outcome                                                                                                | Heritage authorities and organizations <b>more widely adopt</b> anticipatory methods to develop resilient long-term strategies to ensure the future relevance and sustainability of heritage operations.                                                                       |        |                  |                                                             |               |                           |                             |                                           |
| Short-term outcomes                                                                                                 | Heritage authorities and organizations <b>have improved knowledge, skills and resources</b> to implement anticipatory methods to develop resilient long-term strategies to ensure the future relevance and sustainability of heritage operations.                              |        |                  |                                                             |               |                           |                             |                                           |
|                                                                                                                     | Heritage authorities and organizations <b>have increased awareness and aspiration</b> to use anticipatory methods to develop resilient long-term strategies to ensure the future relevance and sustainability of heritage operations.                                          |        |                  |                                                             |               |                           |                             |                                           |
| Aspirational outputs                                                                                                | Description                                                                                                                                                                                                                                                                    | Target | Activity         | Topic                                                       | Region        | Other PAs addressed       | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                                                     | People trained                                                                                                                                                                                                                                                                 | 20     | Training course  | Post-crisis recovery of heritage                            | International | SD1-PA1, SD1-PA2, SD2-PA2 | -                           | -                                         |
|                                                                                                                     | Publications released                                                                                                                                                                                                                                                          | 1      | Publication      | Post crisis recovery of heritage handbook                   | International | SD1-PA1, SD1-PA2, SD2-PA2 |                             |                                           |
| STRATEGIC DIRECTION 2 - ACTIVATE: Accelerate positive change and sustainable socio-economic growth through heritage |                                                                                                                                                                                                                                                                                |        |                  |                                                             |               |                           |                             |                                           |
| PRIORITY AREA 1 - Heritage for durable climate solutions                                                            |                                                                                                                                                                                                                                                                                |        |                  |                                                             |               |                           |                             |                                           |
| Long-term outcome                                                                                                   | By 2031, Member States have improved and durable climate solutions supported through heritage.                                                                                                                                                                                 |        |                  |                                                             |               |                           |                             |                                           |
| Intermediate outcome                                                                                                | Heritage organizations, professionals and communities <b>support</b> durable climate solutions by managing and using heritage and heritage-based knowledge resources and practices more effectively to mitigate environmental shifts and reduce the severity of their impacts. |        |                  |                                                             |               |                           |                             |                                           |

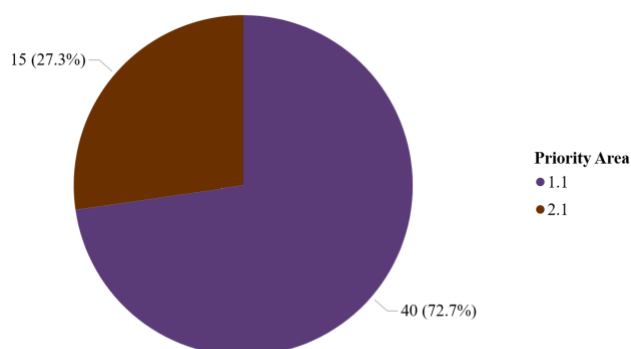
| Short-term outcomes                                                                                    | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to promote and implement environmentally sustainable practices within heritage conservation, management, and heritage tourism.                                         |        |                 |                                                                                              |               |                           |                             |                                           |
|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------------|----------------------------------------------------------------------------------------------|---------------|---------------------------|-----------------------------|-------------------------------------------|
|                                                                                                        | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to utilize heritage and heritage-based practices for durable climate solutions.                                                                           |        |                 |                                                                                              |               |                           |                             |                                           |
|                                                                                                        | Heritage organizations, professionals and communities <b>have increased awareness and aspiration</b> to utilize heritage and heritage-based practices for durable climate solutions.                                                                                 |        |                 |                                                                                              |               |                           |                             |                                           |
| Outputs                                                                                                | Description                                                                                                                                                                                                                                                          | Target | Activity        | Topic                                                                                        | Region        | Other PAs addressed       | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                                        | People trained                                                                                                                                                                                                                                                       | 15     | Training course | Durable climate solutions and disaster risk management for sustainable heritage conservation | International | SD1-PA1                   | 80 000                      | -                                         |
| STRATEGIC DIRECTION 3 - RECOGNIZE: Strengthen policy inclusion and coherence, and support for heritage |                                                                                                                                                                                                                                                                      |        |                 |                                                                                              |               |                           |                             |                                           |
| PRIORITY AREA 2 - Cross-sectoral engagement around heritage                                            |                                                                                                                                                                                                                                                                      |        |                 |                                                                                              |               |                           |                             |                                           |
| Long-term outcome                                                                                      | By 2031, Member States have stronger cross-sectoral collaboration for sustaining heritage and its contribution to responsible long-term development.                                                                                                                 |        |                 |                                                                                              |               |                           |                             |                                           |
| Intermediate outcome                                                                                   | Actors from beyond the heritage sector <b>more actively engage and establish</b> partnerships to better sustain heritage and utilize it for responsible long-term development.                                                                                       |        |                 |                                                                                              |               |                           |                             |                                           |
| Short-term outcomes                                                                                    | Heritage organizations, professionals, and actors from other sectors <b>have improved knowledge, skills, and resources</b> to collaborate in heritage-based activities to support responsible long-term development.                                                 |        |                 |                                                                                              |               |                           |                             |                                           |
|                                                                                                        | Heritage organizations, professionals, and actors from other sectors <b>have increased awareness and aspiration</b> to collaborate in heritage-based activities to support responsible long-term development.                                                        |        |                 |                                                                                              |               |                           |                             |                                           |
| Aspirational outputs                                                                                   | Description                                                                                                                                                                                                                                                          | Target | Activity        | Topic                                                                                        | Region        | Other PAs addressed       | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                                        | People trained                                                                                                                                                                                                                                                       | 15     | Training course | Integrated territorial and urban conservation and management                                 | International | SD1-PA1, SD1-PA3, SD2-PA1 | -                           | -                                         |
| PRIORITY AREA 3 - Heritage integration within broader policy areas                                     |                                                                                                                                                                                                                                                                      |        |                 |                                                                                              |               |                           |                             |                                           |
| Long-term outcome                                                                                      | By 2031, Member States have increased heritage integration in policy areas.                                                                                                                                                                                          |        |                 |                                                                                              |               |                           |                             |                                           |
| Intermediate outcome                                                                                   | Policymakers <b>better recognize and support</b> heritage and its conservation as a key component of responsible long-term development efforts at national and international levels.                                                                                 |        |                 |                                                                                              |               |                           |                             |                                           |
| Short-term outcomes                                                                                    | Policymakers, from the heritage sector and other sectors, <b>have improved knowledge and skills</b> to systematically embed heritage and its conservation into wider policy areas concerning responsible long-term development at national and international levels. |        |                 |                                                                                              |               |                           |                             |                                           |
|                                                                                                        | Policy makers, from the heritage sector and other sectors, <b>have increased awareness and aspiration</b> to include heritage and its conservation within wider policy areas concerning responsible long-term development at national and international levels.      |        |                 |                                                                                              |               |                           |                             |                                           |

|                         | Description               | Target | Activity       | Topic                                                                 | Region | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|-------------------------|---------------------------|--------|----------------|-----------------------------------------------------------------------|--------|---------------------|-----------------------------|-------------------------------------------|
| Outputs                 | Policy meetings organized | 1      | Policy meeting | Policy roundtable event on urban heritage conservation and management | Europe | SD1-PA1, SD1-PA2    | 4 000                       | -                                         |
| TOTAL budget allocation |                           |        |                |                                                                       |        |                     |                             | 167 770                                   |
|                         |                           |        |                |                                                                       |        |                     |                             | 6 000                                     |

### Distribution of Outputs by Priority Areas



### People Trained by Priority Areas



## Sustaining Digital Heritage (SDH)

**Overview:** SDH is a forward-looking initiative aimed at developing capacities for the long-term preservation and creative use of digital heritage. By promoting equitable access to digital heritage content, SDH seeks to promote the use of digital heritage content as a source of creativity, knowledge, and well-being for present and future generations. Through cross-sectoral partnerships and human-centred design, the initiative develops tools, training, and networks to address challenges in digital preservation, ensuring that digital heritage remains accessible, supporting cultural and creative industries.

**Key implementation methods:** SDH applies an accelerator model to amplify its impact, ensuring training and knowledge-sharing initiatives create a ripple effect that spreads benefits globally. By working in close coordination with other ICCROM programmes and initiatives, SDH builds strong interdisciplinary partnerships to deliver training and awareness-raising activities, fostering collaboration across diverse sectors. It deepens understanding of the challenges and solutions in preserving and accessing digital heritage by facilitating post-training field implementation, effectively translating theoretical insights into practical applications. Furthermore, SDH facilitates the development of a self-sustaining network of digital leaders and communities worldwide through online forums and meetings, nurturing lasting connections and knowledge exchange among stakeholders.

**Contribution to Strategic Directions and Priority Areas:** During 2026–2027, SDH is prioritizing capacity development under SD1-PA1 to address challenges and opportunities arising from the ongoing global digital transition in heritage conservation and management. Subject to funding, post-training implementation projects contribute to SD3-PA2 by fostering cross-sectoral collaborations centred on digital heritage-related topics. Additionally, pending funding, SDH leverages webinars and small-scale field projects in collaboration with FAR, to explore the potential of emerging technologies for early warning, emergency preparedness, and real-time crisis mapping, thereby advancing SD1-PA3.

### Logical framework - Sustaining Digital Heritage (SDH)

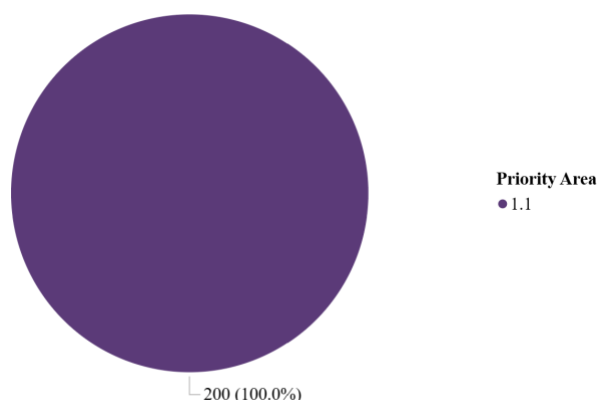
| STRATEGIC DIRECTION 1 - CONSERVE: Upskill and adapt to meet new conservation challenges |                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PRIORITY AREA 1 - Conservation and risk management capacities                           |                                                                                                                                                                                                                                                                                                                                                                                                               |
| Long-term outcome                                                                       | By 2031, Member States have better heritage conservation and risk management approaches.                                                                                                                                                                                                                                                                                                                      |
| Intermediate outcome                                                                    | Heritage organizations, professionals and communities <b>more widely employ</b> improved conservation and risk management approaches, including through the adoption of innovative technologies, to address the impacts of societal shifts and other diverse and emerging hazards to heritage, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises. |
| Short-term outcomes                                                                     | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to conserve and manage risks to heritage, including through the adoption of innovative technologies, in the face of societal shifts and other diverse and emerging hazards, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises.         |
|                                                                                         | Heritage organizations, professionals and communities <b>have increased awareness</b> of innovative technologies to support heritage conservation and risk management.                                                                                                                                                                                                                                        |
|                                                                                         | Heritage organizations, professionals and communities <b>have increased awareness</b> of the impacts of societal shifts and diverse and emerging threats to heritage, particularly those related to changing climate patterns, urbanization, digital transition and complex crises.                                                                                                                           |

|                                                       | Description                                                                                                                                                                                                                                       | Target | Activity            | Topic                                      | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------------------|--------------------------------------------|---------------|---------------------|-----------------------------|-------------------------------------------|
| Outputs                                               | Program document proposal                                                                                                                                                                                                                         | 1      | Program development | Sustaining digital heritage                | International | SD1-PA2, SD3-PA2    | -                           | 15 000                                    |
|                                                       | People trained                                                                                                                                                                                                                                    | 200    | Training courses    | Sustaining digital heritage                | International | SD1-PA2, SD3-PA2    |                             |                                           |
| PRIORITY AREA 3 - Anticipation in the heritage sector |                                                                                                                                                                                                                                                   |        |                     |                                            |               |                     |                             |                                           |
| Long-term outcome                                     | By 2031, Member States have more future-proof heritage strategies.                                                                                                                                                                                |        |                     |                                            |               |                     |                             |                                           |
| Intermediate outcome                                  | Heritage authorities and organizations <b>more widely adopt</b> anticipatory methods to develop resilient long-term strategies to ensure the future relevance and sustainability of heritage operations.                                          |        |                     |                                            |               |                     |                             |                                           |
| Short-term outcomes                                   | Heritage authorities and organizations <b>have improved knowledge, skills and resources</b> to implement anticipatory methods to develop resilient long-term strategies to ensure the future relevance and sustainability of heritage operations. |        |                     |                                            |               |                     |                             |                                           |
|                                                       | Heritage authorities and organizations <b>have increased awareness and aspiration to</b> use anticipatory methods to develop resilient long-term strategies to ensure the future relevance and sustainability of heritage operations.             |        |                     |                                            |               |                     |                             |                                           |
| Aspirational outputs                                  | Description                                                                                                                                                                                                                                       | Target | Activity            | Topic                                      | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                       | Webinars organized                                                                                                                                                                                                                                | 1      | Webinar             | Heritage and artificial intelligence tools | International | SD1-PA1, SD3-PA2    | -                           | -                                         |
|                                                       |                                                                                                                                                                                                                                                   |        |                     |                                            |               |                     |                             |                                           |
| TOTAL budget allocation                               |                                                                                                                                                                                                                                                   |        |                     |                                            |               |                     | -                           | 15 000                                    |

### Distribution of Outputs by Priority Areas



### People Trained by Priority Areas



### Cultural materials conservation

**Overview:** Tangible cultural heritage encompasses diverse materials such as stone, wood, metals, paper, concrete, and plastics. Understanding their assembly into heritage objects and buildings, along with their interactions – physical, chemical, biological – with the surrounding environment, is essential for informed conservation strategies. ICCROM's approach to cultural materials conservation builds on decades of experience in advancing practical conservation training and technical leadership across heritage materials and traditions. It brings together heritage professionals, materials specialists, and other stakeholders to discuss scientific principles and state-of-the-art advancements, share global experiences, and explore tailored solutions for preserving tangible heritage, all within a values-based and people-centred framework.

**Key implementation methods:** During this biennium, ICCROM is continuing to offer its renowned international courses on the conservation of diverse heritage materials. Through training partnerships with leading organizations in Member States, these specialized courses focus on the conservation of stone, wood, Japanese paper, and concrete, responding directly to frontline practitioners' needs. Synergies are actively sought with other programmes and initiatives addressing tangible heritage, ensuring that conservation practice is reinforced across disciplines and world regions.

**Contribution to Strategic Directions and Priority Areas:** ICCROM's capacity development in cultural materials conservation advances SD1-PA1 by equipping stakeholders with essential tools and knowledge to preserve tangible heritage. It promotes innovative conservation technologies anchored in traditional knowledge systems, fostering progress in the field and stimulating cross-sectoral collaboration (SD3-PA2). Furthermore, by emphasizing people-centred, participatory, and forward-looking approaches, this initiative contributes to SD1-PA2 and SD1-PA3.

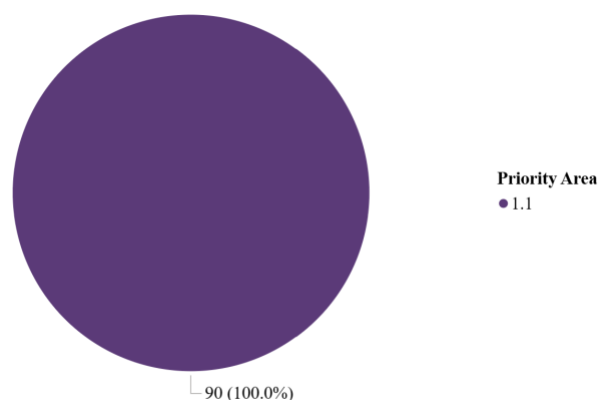
## Logical framework - Cultural materials conservation

| STRATEGIC DIRECTION 1 - CONSERVE: Upskill and adapt to meet new conservation challenges |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                  |                                                       |               |                     |                             |                                           |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------|-------------------------------------------------------|---------------|---------------------|-----------------------------|-------------------------------------------|
| PRIORITY AREA 1 - Conservation and risk management capacities                           |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                  |                                                       |               |                     |                             |                                           |
| Long-term outcome                                                                       | By 2031, Member States have better heritage conservation and risk management approaches.                                                                                                                                                                                                                                                                                                                      |        |                  |                                                       |               |                     |                             |                                           |
| Intermediate outcome                                                                    | Heritage organizations, professionals and communities <b>more widely employ</b> improved conservation and risk management approaches, including through the adoption of innovative technologies, to address the impacts of societal shifts and other diverse and emerging hazards to heritage, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises. |        |                  |                                                       |               |                     |                             |                                           |
| Short-term outcomes                                                                     | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to conserve and manage risks to heritage, including through the adoption of innovative technologies, in the face of societal shifts and other diverse and emerging hazards, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises.         |        |                  |                                                       |               |                     |                             |                                           |
|                                                                                         | Heritage organizations, professionals and communities <b>have increased awareness</b> of innovative technologies to support heritage conservation and risk management.                                                                                                                                                                                                                                        |        |                  |                                                       |               |                     |                             |                                           |
|                                                                                         | Heritage organizations, professionals and communities <b>have increased awareness</b> of the impacts of societal shifts and diverse and emerging threats to heritage, particularly those related to changing climate patterns, urbanization, digital transition and complex crises.                                                                                                                           |        |                  |                                                       |               |                     |                             |                                           |
| Outputs                                                                                 | Description                                                                                                                                                                                                                                                                                                                                                                                                   | Target | Activity         | Topic                                                 | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                         | People trained                                                                                                                                                                                                                                                                                                                                                                                                | 90     | Training courses | Paper conservation                                    | International | -                   | 18 000                      | 16 000                                    |
|                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                  | Wood conservation                                     | International | -                   |                             |                                           |
|                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                  | Stone conservation                                    | International | -                   |                             |                                           |
| Aspirational outputs                                                                    | People trained                                                                                                                                                                                                                                                                                                                                                                                                | 15     | Training course  | Concrete conservation                                 | International | -                   | -                           | -                                         |
| PRIORITY AREA 3 - Anticipation in the heritage sector                                   |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                  |                                                       |               |                     |                             |                                           |
| Long-term outcome                                                                       | By 2031, Member States have more future-proof heritage strategies.                                                                                                                                                                                                                                                                                                                                            |        |                  |                                                       |               |                     |                             |                                           |
| Intermediate outcome                                                                    | Heritage authorities and organizations <b>more widely adopt</b> anticipatory methods to develop resilient long-term strategies to ensure the future relevance and sustainability of heritage operations.                                                                                                                                                                                                      |        |                  |                                                       |               |                     |                             |                                           |
| Short-term outcomes                                                                     | Heritage authorities and organizations <b>have improved knowledge, skills and resources</b> to implement anticipatory methods to develop resilient long-term strategies to ensure the future relevance and sustainability of heritage operations.                                                                                                                                                             |        |                  |                                                       |               |                     |                             |                                           |
|                                                                                         | Heritage authorities and organizations <b>have increased awareness and aspiration</b> to use anticipatory methods to develop resilient long-term strategies to ensure the future relevance and sustainability of heritage operations.                                                                                                                                                                         |        |                  |                                                       |               |                     |                             |                                           |
| Outputs                                                                                 | Description                                                                                                                                                                                                                                                                                                                                                                                                   | Target | Activity         | Topic                                                 | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                         | Surveys conducted                                                                                                                                                                                                                                                                                                                                                                                             | 1      | Survey           | Future-proof skills for material culture conservation | International | -                   | -                           | -                                         |
| TOTAL budget allocation                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                  |                                                       |               |                     | 18 000                      | 16 000                                    |

### Distribution of Outputs by Priority Areas



### People Trained by Priority Areas



## Collections

**Overview:** Collections span museums, libraries, archives, community-owned assets, religious artifacts, and other typologies, each serving critical functions in society. They support education, research, social connection, well-being, sustainable tourism, and the creative economy. ICCROM's holistic approach to collections care aims at ensuring their accessibility and conservation while empowering organizations to harness and demonstrate the full potential of collections for driving responsible, long-term development. This, in turn, enhances their recognition and support at policy and cross-sectoral levels.

**Key implementation methods:** ICCROM continues to drive positive change by empowering professionals through training in collections conservation and management, with initiatives such as CollAsia in the Asia-Pacific region and RE-ORG for collections in storage. Through its Our Collections Matter initiative, ICCROM provides tools, training, and advocacy to harness heritage collections as catalysts for social, economic, and environmental benefits. Wherever relevant, synergies with related initiatives, including FAR, SDH, and Cultural materials conservation, are actively pursued to amplify ICCROM's global impact.

**Contribution to Strategic Directions and Priority Areas:** By developing capacities for the conservation and management of heritage collections globally, this initiative directly contributes to SD1-PA1. By leveraging heritage collections to support durable climate solutions, foster social cohesion, and enhance lives and livelihoods, it aligns with all three Priority Areas of SD2. Through cross-sector collaboration to design collections-based interventions that advance the

education of children and youth for responsible, long-term development, as well as developing tools to evaluate their benefits and producing evidence-based policy briefings, it also supports all three Priority Areas of SD3.

## Logical framework – Collections

| STRATEGIC DIRECTION 1 - CONSERVE: Upskill and adapt to meet new conservation challenges |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                  |                                                                       |               |                     |                             |                                           |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------|-----------------------------------------------------------------------|---------------|---------------------|-----------------------------|-------------------------------------------|
| PRIORITY AREA 1 - Conservation and risk management capacities                           |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                  |                                                                       |               |                     |                             |                                           |
| Long-term outcome                                                                       | By 2031, Member States have better heritage conservation and risk management approaches.                                                                                                                                                                                                                                                                                                                      |        |                  |                                                                       |               |                     |                             |                                           |
| Intermediate outcome                                                                    | Heritage organizations, professionals and communities <b>more widely employ</b> improved conservation and risk management approaches, including through the adoption of innovative technologies, to address the impacts of societal shifts and other diverse and emerging hazards to heritage, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises. |        |                  |                                                                       |               |                     |                             |                                           |
| Short-term outcomes                                                                     | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to conserve and manage risks to heritage, including through the adoption of innovative technologies, in the face of societal shifts and other diverse and emerging hazards, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises.         |        |                  |                                                                       |               |                     |                             |                                           |
|                                                                                         | Heritage organizations, professionals and communities <b>have increased awareness</b> of innovative technologies to support heritage conservation and risk management.                                                                                                                                                                                                                                        |        |                  |                                                                       |               |                     |                             |                                           |
|                                                                                         | Heritage organizations, professionals and communities <b>have increased awareness</b> of the impacts of societal shifts and diverse and emerging threats to heritage, particularly those related to changing climate patterns, urbanization, digital transition and complex crises.                                                                                                                           |        |                  |                                                                       |               |                     |                             |                                           |
| Outputs                                                                                 | Description                                                                                                                                                                                                                                                                                                                                                                                                   | Target | Activity         | Topic                                                                 | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                         | People trained                                                                                                                                                                                                                                                                                                                                                                                                | 70     | Training courses | Heritage collections conservation and management                      | International | -                   | 200 000                     | -                                         |
|                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                  | Heritage collections conservation and management                      | Asia-Pacific  | -                   |                             |                                           |
|                                                                                         | Conferences organized                                                                                                                                                                                                                                                                                                                                                                                         | 1      | Conference       | World Archaeology                                                     | International | -                   |                             |                                           |
|                                                                                         | Webinars organized                                                                                                                                                                                                                                                                                                                                                                                            | 1      | Webinar          | Sustainable sourcing of conservation materials and adapting practices | International | SD2-PA1             |                             |                                           |
| PRIORITY AREA 2 - People-centred and participatory heritage management                  |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                  |                                                                       |               |                     |                             |                                           |
| Long-term outcome                                                                       | By 2031, Member States have more people-centred and participatory heritage management.                                                                                                                                                                                                                                                                                                                        |        |                  |                                                                       |               |                     |                             |                                           |

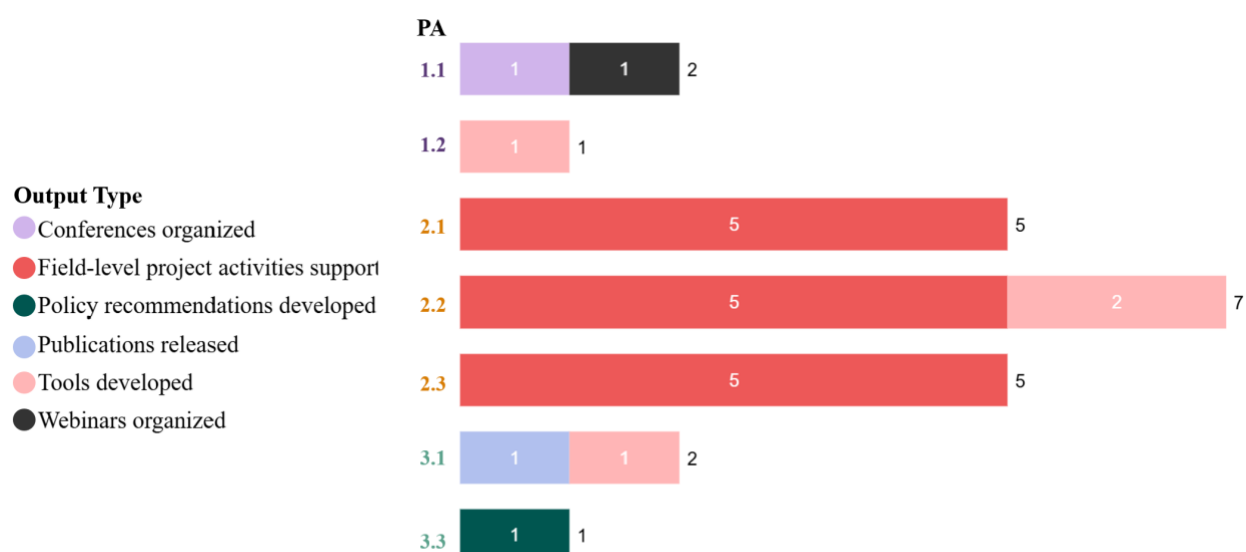
|                                                                                                                            |                                                                                                                                                                                                                                                                                |               |                                |                                                                                                           |               |                            |                                    |                                                  |
|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------------------------|-----------------------------------------------------------------------------------------------------------|---------------|----------------------------|------------------------------------|--------------------------------------------------|
| Intermediate outcome                                                                                                       | Communities, supported by heritage organizations and professionals <b>more actively engage</b> in heritage governance and management through the wider adoption of people-centred and participatory approaches.                                                                |               |                                |                                                                                                           |               |                            |                                    |                                                  |
| Short-term outcomes                                                                                                        | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to implement people-centred and participatory rights-based approaches that enable communities to meaningfully engage in heritage governance and management.                      |               |                                |                                                                                                           |               |                            |                                    |                                                  |
|                                                                                                                            | Heritage authorities, organizations and professionals <b>have increased awareness and aspiration</b> to implement people-centred and participatory rights-based approaches that enable communities to meaningfully engage in heritage governance and management.               |               |                                |                                                                                                           |               |                            |                                    |                                                  |
|                                                                                                                            | Communities <b>have increased awareness and aspiration</b> to meaningfully engage in heritage governance and management.                                                                                                                                                       |               |                                |                                                                                                           |               |                            |                                    |                                                  |
| Outputs                                                                                                                    | <b>Description</b>                                                                                                                                                                                                                                                             | <b>Target</b> | <b>Activity</b>                | <b>Topic</b>                                                                                              | <b>Region</b> | <b>Other PAs addressed</b> | <b>Voluntary Contributions (€)</b> | <b>Regular Budget - catalytic seed funds (€)</b> |
|                                                                                                                            | Toolkits developed                                                                                                                                                                                                                                                             | 1             | Toolkit development            | Human Rights-Based Approach in heritage collections-based education for responsible long-term development | Europe        | -                          | 40 000                             | -                                                |
| <b>STRATEGIC DIRECTION 2 - ACTIVATE: Accelerate positive change and sustainable socio-economic growth through heritage</b> |                                                                                                                                                                                                                                                                                |               |                                |                                                                                                           |               |                            |                                    |                                                  |
| <b>PRIORITY AREA 1 - Heritage for durable climate solutions</b>                                                            |                                                                                                                                                                                                                                                                                |               |                                |                                                                                                           |               |                            |                                    |                                                  |
| Long-term outcome                                                                                                          | By 2031, Member States have improved and durable climate solutions supported through heritage.                                                                                                                                                                                 |               |                                |                                                                                                           |               |                            |                                    |                                                  |
| Intermediate outcome                                                                                                       | Heritage organizations, professionals and communities <b>support</b> durable climate solutions by managing and using heritage and heritage-based knowledge resources and practices more effectively to mitigate environmental shifts and reduce the severity of their impacts. |               |                                |                                                                                                           |               |                            |                                    |                                                  |
| Short-term outcomes                                                                                                        | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to promote and implement environmentally sustainable practices within heritage conservation, management, and heritage tourism.                                                   |               |                                |                                                                                                           |               |                            |                                    |                                                  |
|                                                                                                                            | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to utilize heritage and heritage-based practices for durable climate solutions.                                                                                     |               |                                |                                                                                                           |               |                            |                                    |                                                  |
|                                                                                                                            | Heritage organizations, professionals and communities <b>have increased awareness and aspiration</b> to utilize heritage and heritage-based practices for durable climate solutions.                                                                                           |               |                                |                                                                                                           |               |                            |                                    |                                                  |
| Outputs                                                                                                                    | <b>Description</b>                                                                                                                                                                                                                                                             | <b>Target</b> | <b>Activity</b>                | <b>Topic</b>                                                                                              | <b>Region</b> | <b>Other PAs addressed</b> | <b>Voluntary Contributions (€)</b> | <b>Regular Budget - catalytic seed funds (€)</b> |
|                                                                                                                            | Field-level project activities supported                                                                                                                                                                                                                                       | 5             | Field-level project activities | Activating heritage collections for durable climate solutions                                             | International | -                          | -                                  | 2 000                                            |

| PRIORITY AREA 2 - Heritage for social cohesion              |                                                                                                                                                                                                                                                       |        |                                |                                                                                                    |               |                           |                             |                                           |
|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------------------------------|----------------------------------------------------------------------------------------------------|---------------|---------------------------|-----------------------------|-------------------------------------------|
| Long-term outcome                                           | By 2031, Member States have improved social cohesion, sustainable peace and well-being supported through heritage.                                                                                                                                    |        |                                |                                                                                                    |               |                           |                             |                                           |
| Intermediate outcome                                        | Communities, supported by heritage organizations and professionals, <b>more actively engage</b> in heritage-based initiatives for improved social cohesion, peacefulness and well-being.                                                              |        |                                |                                                                                                    |               |                           |                             |                                           |
| Short-term outcomes                                         | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to utilize heritage to strengthen social cohesion, well-being and sustainable peace.                                                       |        |                                |                                                                                                    |               |                           |                             |                                           |
|                                                             | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to utilize heritage to support human-centred technological and digital innovation.                                                                      |        |                                |                                                                                                    |               |                           |                             |                                           |
|                                                             | Heritage organizations, professionals and communities <b>have increased awareness and aspiration</b> to utilize heritage for strengthening social cohesion, well-being and sustainable peace.                                                         |        |                                |                                                                                                    |               |                           |                             |                                           |
|                                                             | Heritage organizations and professionals <b>have increased awareness</b> of the value of heritage to support human-centred technological and digital innovation.                                                                                      |        |                                |                                                                                                    |               |                           |                             |                                           |
| Outputs                                                     | Description                                                                                                                                                                                                                                           | Target | Activity                       | Topic                                                                                              | Region        | Other PAs addressed       | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                             | Toolkits developed                                                                                                                                                                                                                                    | 1      | Toolkit development            | Education of children and youth for responsible long-term development through heritage collections | Europe        | SD2-PA1, SD2-PA3, SD3-PA2 | 90 000                      | 7 000                                     |
|                                                             | Field-level project activities supported                                                                                                                                                                                                              | 5      | Field-level project activities | Activating heritage collections for social cohesion                                                | International | -                         |                             |                                           |
|                                                             | Toolkits updated                                                                                                                                                                                                                                      | 1      | Toolkit development            | Activating heritage collections for responsible long-term development                              | International | SD2-PA1, SD2-PA3, SD3-PA2 |                             |                                           |
| PRIORITY AREA 3 - Heritage for better lives and livelihoods |                                                                                                                                                                                                                                                       |        |                                |                                                                                                    |               |                           |                             |                                           |
| Long-term outcome                                           | By 2031, Member States have better lives and livelihoods enabled through heritage.                                                                                                                                                                    |        |                                |                                                                                                    |               |                           |                             |                                           |
| Intermediate outcome                                        | Communities, supported by heritage organizations and professionals, <b>more actively engage</b> in sustainable cultural entrepreneurship, tourism and creative economy initiatives using heritage to promote their sustainable socio-economic growth. |        |                                |                                                                                                    |               |                           |                             |                                           |
| Short-term outcomes                                         | Communities <b>have improved knowledge, skills and resources</b> to sustainably utilize heritage for achieving better lives and livelihoods.                                                                                                          |        |                                |                                                                                                    |               |                           |                             |                                           |
|                                                             | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to engage in initiatives to sustainably use heritage to promote better lives and livelihoods for communities.                                           |        |                                |                                                                                                    |               |                           |                             |                                           |
|                                                             | Heritage organizations, professionals and communities <b>have increased awareness and aspiration</b> to utilize heritage for achieving better lives and livelihoods.                                                                                  |        |                                |                                                                                                    |               |                           |                             |                                           |

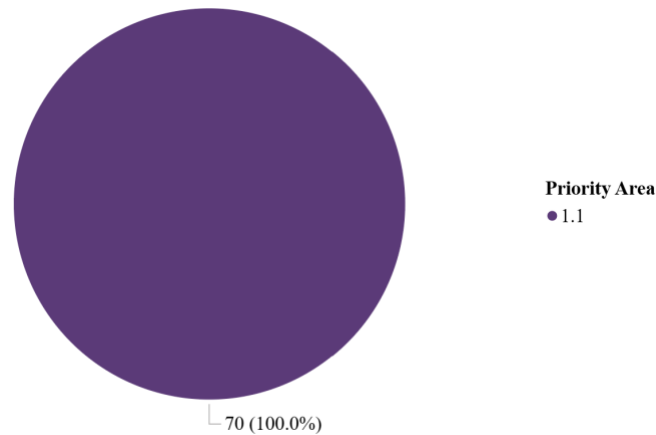
|                                                                                                        | Description                                                                                                                                                                                                                                             | Target | Activity                       | Topic                                                                                                                                                              | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------------|-----------------------------|-------------------------------------------|
| Outputs                                                                                                | Field-level project activities supported                                                                                                                                                                                                                | 5      | Field-level project activities | Activating heritage collections for better lives and livelihoods                                                                                                   | International | -                   | -                           | 2 000                                     |
| STRATEGIC DIRECTION 3 - RECOGNIZE: Strengthen policy inclusion and coherence, and support for heritage |                                                                                                                                                                                                                                                         |        |                                |                                                                                                                                                                    |               |                     |                             |                                           |
| PRIORITY AREA 1 - Evidence for the wider benefits of heritage                                          |                                                                                                                                                                                                                                                         |        |                                |                                                                                                                                                                    |               |                     |                             |                                           |
| Long-term outcome                                                                                      | By 2031, Member States have better evidence of heritage benefits to secure greater policy support and investment.                                                                                                                                       |        |                                |                                                                                                                                                                    |               |                     |                             |                                           |
| Intermediate outcome                                                                                   | Heritage organizations, professionals and communities <b>more systematically collect and share</b> evidence about the wider societal benefits of heritage and its conservation to secure greater policy support and investment.                         |        |                                |                                                                                                                                                                    |               |                     |                             |                                           |
| Short-term outcomes                                                                                    | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to systematically collect evidence about the wider societal benefits of heritage and its conservation using relevant methods and indicators. |        |                                |                                                                                                                                                                    |               |                     |                             |                                           |
|                                                                                                        | Heritage organizations, professionals and communities <b>have increased awareness and aspiration</b> to collect evidence about the wider societal benefits of heritage and its conservation to secure greater policy support and investment.            |        |                                |                                                                                                                                                                    |               |                     |                             |                                           |
| Outputs                                                                                                | Description                                                                                                                                                                                                                                             | Target | Activity                       | Topic                                                                                                                                                              | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                                        | Tools developed                                                                                                                                                                                                                                         | 1      | Tool development               | Indicators to assess the outcomes of heritage collections-based interventions to support the education of children and youth for responsible long-term development | Europe        | -                   | 30 000                      | -                                         |
|                                                                                                        | Publications released                                                                                                                                                                                                                                   | 1      | Publication                    | Social impact of using heritage collections to support the education of children and youth for responsible long-term development                                   | Europe        | SD3-PA3             |                             |                                           |

| PRIORITY AREA 3 - Heritage integration within broader policy areas |                                                                                                                                                                                                                                                                      |        |                       |                                                                                                  |        |                           |                             |                                           |
|--------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------------------|--------------------------------------------------------------------------------------------------|--------|---------------------------|-----------------------------|-------------------------------------------|
| Long-term outcome                                                  | By 2031, Member States have increased heritage integration in policy areas.                                                                                                                                                                                          |        |                       |                                                                                                  |        |                           |                             |                                           |
| Intermediate outcome                                               | Policymakers <b>better recognize and support</b> heritage and its conservation as a key component of responsible long-term development efforts at national and international level levels.                                                                           |        |                       |                                                                                                  |        |                           |                             |                                           |
| Short-term outcomes                                                | Policymakers, from the heritage sector and other sectors, <b>have improved knowledge and skills</b> to systematically embed heritage and its conservation into wider policy areas concerning responsible long-term development at national and international levels. |        |                       |                                                                                                  |        |                           |                             |                                           |
|                                                                    | Policymakers, from the heritage sector and other sectors, <b>have increased awareness and aspiration</b> to include heritage and its conservation within wider policy areas concerning responsible long-term development at national and international levels.       |        |                       |                                                                                                  |        |                           |                             |                                           |
| Outputs                                                            | Description                                                                                                                                                                                                                                                          | Target | Activity              | Topic                                                                                            | Region | Other PAs addressed       | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                    | Policy recommendations developed                                                                                                                                                                                                                                     | 1      | Policy recommendation | Use of heritage collections to educate children and youth for responsible, long-term development | Europe | SD2-PA1, SD2-PA2, SD2-PA3 | 15 000                      | -                                         |
| TOTAL budget allocation                                            |                                                                                                                                                                                                                                                                      |        |                       |                                                                                                  |        |                           | 375 000                     | 11 000                                    |

### Distribution of Outputs by Priority Areas



### People Trained by Priority Areas



## Research

**Overview:** ICCROM promotes interdisciplinary research to enhance the understanding, care, and sustainable use of tangible, intangible, and natural heritage, focusing its work on four areas: (1) Research priorities and strategy, (2) Capacity development, (3) Cross-disciplinary exchange and innovation, (4) Advisory services. Embracing an interdisciplinary and co-creative approach, ICCROM actively involves a diverse range of actors including academics, heritage professionals, community members, cultural organizations, and policymakers. ICCROM engages in key strategic initiatives within Europe and beyond, working to strengthen global research collaboration and support independent, advanced level research through its fellowship programme.

**Key implementation methods:** In this biennium, ICCROM is conducting research studies to assess the state of the field, undertaking global surveys in the areas of strategic foresight, research ethics, heritage benefit assessment, and policy frameworks. The findings are disseminated through published outputs to inform and advance the sector. Additionally, ICCROM provides technical advisory services, organizes workshops, and leads communication campaigns to promote engagement and knowledge sharing. Furthermore, it supports independent postgraduate research through its fellowship programme, fostering academic growth and innovation in heritage studies.

**Contribution to Strategic Directions and Priority Areas:** ICCROM's research activities support SD1-PA1 by facilitating fellowship research focused on heritage conservation and risk management, SD1-PA2 by advancing the development of heritage research ethics, and SD1-PA3 by fostering strategic foresight practices in the heritage sector. Additionally, research contributes to SD2-PA2 by supporting fellowship studies on the role of heritage in promoting social cohesion. It also addresses SD3-PA1 and SD3-PA3 by assessing current heritage valuation

practices and wider policy opportunities for heritage.

## Logical framework - Research

| STRATEGIC DIRECTION 1 - CONSERVE: Upskill and adapt to meet new conservation challenges |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                         |                                           |               |                     |                             |                                           |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------------------|-------------------------------------------|---------------|---------------------|-----------------------------|-------------------------------------------|
| PRIORITY AREA 1 - Conservation and risk management capacities                           |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                         |                                           |               |                     |                             |                                           |
| Long-term outcome                                                                       | By 2031, Member States have better heritage conservation and risk management approaches.                                                                                                                                                                                                                                                                                                                      |        |                         |                                           |               |                     |                             |                                           |
| Intermediate outcome                                                                    | Heritage organizations, professionals and communities <b>more widely employ</b> improved conservation and risk management approaches, including through the adoption of innovative technologies, to address the impacts of societal shifts and other diverse and emerging hazards to heritage, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises. |        |                         |                                           |               |                     |                             |                                           |
| Short-term outcomes                                                                     | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to conserve and manage risks to heritage, including through the adoption of innovative technologies, in the face of societal shifts and other diverse and emerging hazards, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises.         |        |                         |                                           |               |                     |                             |                                           |
|                                                                                         | Heritage organizations, professionals and communities <b>have increased awareness</b> of innovative technologies to support heritage conservation and risk management.                                                                                                                                                                                                                                        |        |                         |                                           |               |                     |                             |                                           |
|                                                                                         | Heritage organizations, professionals and communities <b>have increased awareness</b> of the impacts of societal shifts and diverse and emerging threats to heritage, particularly those related to changing climate patterns, urbanization, digital transition and complex crises.                                                                                                                           |        |                         |                                           |               |                     |                             |                                           |
| Outputs                                                                                 | Description                                                                                                                                                                                                                                                                                                                                                                                                   | Target | Activity                | Topic                                     | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                         | Fellowships undertaken                                                                                                                                                                                                                                                                                                                                                                                        | 2      | Fellowship coordination | Heritage conservation and risk management | International | -                   | -                           | -                                         |
| PRIORITY AREA 2 - People-centred and participatory heritage management                  |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                         |                                           |               |                     |                             |                                           |
| Long-term outcome                                                                       | By 2031, Member States have more people-centred and participatory heritage management.                                                                                                                                                                                                                                                                                                                        |        |                         |                                           |               |                     |                             |                                           |
| Intermediate outcome                                                                    | Communities, supported by heritage organizations and professionals <b>more actively engage</b> in heritage governance and management through the wider adoption of people-centred and participatory approaches.                                                                                                                                                                                               |        |                         |                                           |               |                     |                             |                                           |
| Short-term outcomes                                                                     | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to implement people-centred and participatory rights-based approaches that enable communities to meaningfully engage in heritage governance and management.                                                                                                                                                     |        |                         |                                           |               |                     |                             |                                           |
|                                                                                         | Heritage authorities, organizations and professionals <b>have increased awareness and aspiration</b> to implement people-centred and participatory rights-based approaches that enable communities to meaningfully engage in heritage governance and management.                                                                                                                                              |        |                         |                                           |               |                     |                             |                                           |
|                                                                                         | Communities <b>have increased awareness and aspiration</b> to meaningfully engage in heritage governance and management.                                                                                                                                                                                                                                                                                      |        |                         |                                           |               |                     |                             |                                           |
| Outputs                                                                                 | Description                                                                                                                                                                                                                                                                                                                                                                                                   | Target | Activity                | Topic                                     | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |

|                                                                                                                     |                                                                                                                                                                                                                                                   |        |                     |                                                                             |               |                     |                             |                                           |
|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------------------|-----------------------------------------------------------------------------|---------------|---------------------|-----------------------------|-------------------------------------------|
|                                                                                                                     | Surveys conducted                                                                                                                                                                                                                                 | 1      | Survey              | Heritage research ethics                                                    | International | -                   | -                           | 3 000                                     |
| PRIORITY AREA 3 - Anticipation in the heritage sector                                                               |                                                                                                                                                                                                                                                   |        |                     |                                                                             |               |                     |                             |                                           |
| Long-term outcome                                                                                                   | By 2031, Member States have more future-proof heritage strategies.                                                                                                                                                                                |        |                     |                                                                             |               |                     |                             |                                           |
| Intermediate outcome                                                                                                | Heritage authorities and organizations <b>more widely adopt</b> anticipatory methods to develop resilient long-term strategies to ensure the future relevance and sustainability of heritage operations.                                          |        |                     |                                                                             |               |                     |                             |                                           |
| Short-term outcomes                                                                                                 | Heritage authorities and organizations <b>have improved knowledge, skills and resources</b> to implement anticipatory methods to develop resilient long-term strategies to ensure the future relevance and sustainability of heritage operations. |        |                     |                                                                             |               |                     |                             |                                           |
|                                                                                                                     | Heritage authorities and organizations <b>have increased awareness and aspiration to</b> use anticipatory methods to develop resilient long-term strategies to ensure the future relevance and sustainability of heritage operations.             |        |                     |                                                                             |               |                     |                             |                                           |
| Outputs                                                                                                             | Description                                                                                                                                                                                                                                       | Target | Activity            | Topic                                                                       | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                                                     | Publications released                                                                                                                                                                                                                             | 1      | Publication         | Strategic foresight for heritage                                            | International | -                   | -                           | 12 000                                    |
|                                                                                                                     | Surveys conducted                                                                                                                                                                                                                                 | 1      | Survey              | Practices and uses of strategic foresight in the heritage sector and beyond | International | -                   |                             |                                           |
|                                                                                                                     | Workshops organized                                                                                                                                                                                                                               | 1      | Workshop            | Strategic foresight for heritage: awareness and partnerships                | International | -                   |                             |                                           |
|                                                                                                                     | Toolkits developed                                                                                                                                                                                                                                | 1      | Toolkit development | Strategic foresight for heritage                                            | International | -                   |                             |                                           |
| STRATEGIC DIRECTION 2 - ACTIVATE: Accelerate positive change and sustainable socio-economic growth through heritage |                                                                                                                                                                                                                                                   |        |                     |                                                                             |               |                     |                             |                                           |
| PRIORITY AREA 2 - Heritage for social cohesion                                                                      |                                                                                                                                                                                                                                                   |        |                     |                                                                             |               |                     |                             |                                           |
| Long-term outcome                                                                                                   | By 2031, Member States have improved social cohesion, sustainable peace and well-being supported through heritage.                                                                                                                                |        |                     |                                                                             |               |                     |                             |                                           |
| Intermediate outcome                                                                                                | Communities, supported by heritage organizations and professionals, <b>more actively engage</b> in heritage-based initiatives for improved social cohesion, peacefulness and well-being.                                                          |        |                     |                                                                             |               |                     |                             |                                           |
| Short-term outcomes                                                                                                 | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to utilize heritage to strengthen social cohesion, well-being and sustainable peace.                                                   |        |                     |                                                                             |               |                     |                             |                                           |
|                                                                                                                     | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to utilize heritage to support human-centred technological and digital innovation.                                                                  |        |                     |                                                                             |               |                     |                             |                                           |
|                                                                                                                     | Heritage organizations, professionals and communities <b>have increased awareness and aspiration</b> to utilize heritage for strengthening social cohesion, well-being and sustainable peace.                                                     |        |                     |                                                                             |               |                     |                             |                                           |
|                                                                                                                     | Heritage organizations and professionals <b>have increased awareness</b> of the value of heritage to support human-centred technological and digital innovation.                                                                                  |        |                     |                                                                             |               |                     |                             |                                           |

| Outputs                                                                                                       | Description                                                                                                                                                                                                                                                          | Target | Activity                | Topic                        | Region        | Other PAs addressed                         | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|---------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------------------|------------------------------|---------------|---------------------------------------------|-----------------------------|-------------------------------------------|
|                                                                                                               | Fellowships undertaken                                                                                                                                                                                                                                               | 1      | Fellowship coordination | Heritage for social cohesion | International | -                                           | -                           | -                                         |
| <b>STRATEGIC DIRECTION 3 - RECOGNIZE: Strengthen policy inclusion and coherence, and support for heritage</b> |                                                                                                                                                                                                                                                                      |        |                         |                              |               |                                             |                             |                                           |
| <b>PRIORITY AREA 1 - Evidence for the wider benefits of heritage</b>                                          |                                                                                                                                                                                                                                                                      |        |                         |                              |               |                                             |                             |                                           |
| Long-term outcome                                                                                             | By 2031, Member States have better evidence of heritage benefits to secure greater policy support and investment.                                                                                                                                                    |        |                         |                              |               |                                             |                             |                                           |
| Intermediate outcome                                                                                          | Heritage organizations, professionals and communities <b>more systematically collect and share</b> evidence about the wider societal benefits of heritage and its conservation to secure greater policy support and investment.                                      |        |                         |                              |               |                                             |                             |                                           |
| Short-term outcomes                                                                                           | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to systematically collect evidence about the wider societal benefits of heritage and its conservation using relevant methods and indicators.              |        |                         |                              |               |                                             |                             |                                           |
|                                                                                                               | Heritage organizations, professionals and communities <b>have increased awareness and aspiration</b> to collect evidence about the wider societal benefits of heritage and its conservation to secure greater policy support and investment.                         |        |                         |                              |               |                                             |                             |                                           |
| Outputs                                                                                                       | Description                                                                                                                                                                                                                                                          | Target | Activity                | Topic                        | Region        | Other PAs addressed                         | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                                               | Surveys conducted                                                                                                                                                                                                                                                    | 1      | Survey                  | Evidencing heritage benefits | International | SD2-PA1, SD2-PA2, SD2-PA3, SD3-PA2, SD3-PA3 | -                           | -                                         |
| <b>PRIORITY AREA 3 - Heritage integration within broader policy areas</b>                                     |                                                                                                                                                                                                                                                                      |        |                         |                              |               |                                             |                             |                                           |
| Long-term outcome                                                                                             | By 2031, Member States have increased heritage integration into policy areas.                                                                                                                                                                                        |        |                         |                              |               |                                             |                             |                                           |
| Intermediate outcome                                                                                          | Policymakers <b>better recognize and support</b> heritage and its conservation as a key component of responsible long-term development efforts at national and international levels.                                                                                 |        |                         |                              |               |                                             |                             |                                           |
| Short-term outcomes                                                                                           | Policymakers, from the heritage sector and other sectors, <b>have improved knowledge and skills</b> to systematically embed heritage and its conservation into wider policy areas concerning responsible long-term development at national and international levels. |        |                         |                              |               |                                             |                             |                                           |
|                                                                                                               | Policymakers, from the heritage sector and other sectors, <b>have increased awareness and aspiration</b> to include heritage and its conservation within wider policy areas concerning responsible long-term development at national and international levels.       |        |                         |                              |               |                                             |                             |                                           |
| Outputs                                                                                                       | Description                                                                                                                                                                                                                                                          | Target | Activity                | Topic                        | Region        | Other PAs addressed                         | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |

|                         |                        |   |                         |                                                                                   |               |   |   |        |
|-------------------------|------------------------|---|-------------------------|-----------------------------------------------------------------------------------|---------------|---|---|--------|
|                         | Surveys conducted      | 1 | Survey                  | Policy frameworks and guidance methods - integrating heritage within wider policy | International | - | - | 5 000  |
|                         | Fellowships undertaken | 1 | Fellowship coordination | Heritage integration within broader policy areas                                  | International | - |   |        |
| TOTAL budget allocation |                        |   |                         |                                                                                   |               |   | - | 20 000 |

### Distribution of Outputs by Priority Areas



## Library and Archives

**Overview:** The ICCROM Library and Archives preserve unique resources that document the global evolution of conservation. Their holdings include monographs, mission reports, grey literature, and records of ICCROM's work, along with rich collections of photographs, audiovisual materials, architectural drawings, heritage samples, and didactic materials. These resources offer valuable insights into the theory, practice, and key actors shaping worldwide conservation. By preserving and sharing this knowledge, ICCROM supports research, promotes knowledge exchange, and drives innovation across the international conservation community.

**Key implementation methods:** By maintaining and ensuring access to their physical and online collections, the ICCROM Library and Archives support the delivery of corporate outputs during this biennium. Subject to available funding, the Library and Archives are expanding access to essential conservation resources by systematically processing and digitizing this specialized content. The resulting records enrich both the Library catalogue and the Archives inventory,

while long-term strategies ensure their sustainable preservation. Key contributions include online access through ICCROM's Library and Archives web portals, implementation of digital preservation protocols, and integration into ICCROM's training programmes and collaborative projects. These efforts reinforce knowledge-sharing, institutional memory, and long-term access for the global conservation community.

**Contribution to Strategic Directions and Priority Areas:** Providing physical and online access to knowledge resources on heritage conservation, including books, journals, historic records and material samples enhance capacities, raise awareness, and promote greater participation in heritage governance and management, contributing to SD1-PA1 and SD1-PA2. On-site visits to the ICCROM Heritage Education Library, and the availability of new resources designed for children and young adults further support SD2-PA2 by promoting heritage as a driver for social cohesion. Additionally, the systematic collection and improved accessibility to conservation content, strengthened by the expansion of the Library and Archives' specialized holdings, advance knowledge, stimulate research, and generate broader societal benefits, in line with SD3-PA1.

## Logical framework - Library and Archives

| STRATEGIC DIRECTION 1 - CONSERVE: Upskill and adapt to meet new conservation challenges |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                |                       |               |                     |                             |                                           |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------------|-----------------------|---------------|---------------------|-----------------------------|-------------------------------------------|
| PRIORITY AREA 1 - Conservation and risk management capacities                           |                                                                                                                                                                                                                                                                                                                                                                                                               |        |                |                       |               |                     |                             |                                           |
| Long-term outcome                                                                       | By 2031, Member States have better heritage conservation and risk management approaches.                                                                                                                                                                                                                                                                                                                      |        |                |                       |               |                     |                             |                                           |
| Intermediate outcome                                                                    | Heritage organizations, professionals and communities <b>more widely employ</b> improved conservation and risk management approaches, including through the adoption of innovative technologies, to address the impacts of societal shifts and other diverse and emerging hazards to heritage, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises. |        |                |                       |               |                     |                             |                                           |
| Short-term outcomes                                                                     | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to conserve and manage risks to heritage, including through the adoption of innovative technologies, in the face of societal shifts and other diverse and emerging hazards, particularly those related to changing climate patterns, urbanization, digital transition, and complex crises.         |        |                |                       |               |                     |                             |                                           |
|                                                                                         | Heritage organizations, professionals and communities <b>have increased awareness</b> of innovative technologies to support heritage conservation and risk management.                                                                                                                                                                                                                                        |        |                |                       |               |                     |                             |                                           |
|                                                                                         | Heritage organizations, professionals and communities <b>have increased awareness</b> of the impacts of societal shifts and diverse and emerging threats to heritage, particularly those related to changing climate patterns, urbanization, digital transition and complex crises.                                                                                                                           |        |                |                       |               |                     |                             |                                           |
| Outputs                                                                                 | Description                                                                                                                                                                                                                                                                                                                                                                                                   | Target | Activity       | Topic                 | Region        | Other PAs addressed | Voluntary contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                         | ICCROM library collections are maintained and accessible on-site and online                                                                                                                                                                                                                                                                                                                                   | -      | ICCROM Library | Heritage conservation | International | -                   | -                           | 50 000                                    |

|                                                                                                                     |                                                                                                                                                                                                 |        |                             |                                                                                           |               |                     |                             |                                           |
|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------------------------|-------------------------------------------------------------------------------------------|---------------|---------------------|-----------------------------|-------------------------------------------|
| Aspirational outputs                                                                                                | Historic heritage samples digitized and available online                                                                                                                                        | 400    | ICCROM Records and Archives | Historic heritage samples for conservation research and training                          | International | -                   | -                           | -                                         |
| STRATEGIC DIRECTION 2 - ACTIVATE: Accelerate positive change and sustainable socio-economic growth through heritage |                                                                                                                                                                                                 |        |                             |                                                                                           |               |                     |                             |                                           |
| PRIORITY AREA 2 - Heritage for social cohesion                                                                      |                                                                                                                                                                                                 |        |                             |                                                                                           |               |                     |                             |                                           |
| Long-term outcome                                                                                                   | By 2031, Member States have improved social cohesion, sustainable peace and well-being supported through heritage.                                                                              |        |                             |                                                                                           |               |                     |                             |                                           |
| Intermediate outcome                                                                                                | Communities, supported by heritage organizations and professionals, <b>more actively engage</b> in heritage-based initiatives for improved social cohesion, peacefulness and well-being.        |        |                             |                                                                                           |               |                     |                             |                                           |
| Short-term outcomes                                                                                                 | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to utilize heritage to strengthen social cohesion, well-being and sustainable peace. |        |                             |                                                                                           |               |                     |                             |                                           |
|                                                                                                                     | Heritage organizations and professionals <b>have improved knowledge, skills and resources</b> to utilize heritage to support human-centred technological and digital innovation.                |        |                             |                                                                                           |               |                     |                             |                                           |
|                                                                                                                     | Heritage organizations, professionals and communities <b>have increased awareness and aspiration</b> to utilize heritage for strengthening social cohesion, well-being and sustainable peace.   |        |                             |                                                                                           |               |                     |                             |                                           |
|                                                                                                                     | Heritage organizations and professionals <b>have increased awareness</b> of the value of heritage to support human-centred technological and digital innovation.                                |        |                             |                                                                                           |               |                     |                             |                                           |
| Aspirational outputs                                                                                                | Description                                                                                                                                                                                     | Target | Activity                    | Topic                                                                                     | Region        | Other PAs addressed | Voluntary Contributions (€) | Regular Budget - catalytic seed funds (€) |
|                                                                                                                     | ICCROM heritage education library collection is expanded and accessible online and through on-site visits                                                                                       | -      | ICCROM Library              | Heritage education for social cohesion                                                    | International | -                   | -                           | -                                         |
|                                                                                                                     | Community initiatives implemented                                                                                                                                                               | 1      | Community initiative        | Bridging generations lectures series at the ICCROM library                                | Europe        | -                   |                             |                                           |
|                                                                                                                     | Publications released                                                                                                                                                                           | 1      | Publication                 | Artificial intelligence to support the availability and accessibility of archival records | International | -                   |                             |                                           |
| STRATEGIC DIRECTION 3 - RECOGNIZE: Strengthen policy inclusion and coherence, and support for heritage              |                                                                                                                                                                                                 |        |                             |                                                                                           |               |                     |                             |                                           |
| PRIORITY AREA 1 - Evidence for the wider benefits of heritage                                                       |                                                                                                                                                                                                 |        |                             |                                                                                           |               |                     |                             |                                           |
| Long-term outcome                                                                                                   | By 2031, Member States have better evidence of heritage benefits to secure greater policy support and investment.                                                                               |        |                             |                                                                                           |               |                     |                             |                                           |

|                                |                                                                                                                                                                                                                                                         |               |                             |                                                                                              |               |                            |                                    |                                                                 |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------|----------------------------------------------------------------------------------------------|---------------|----------------------------|------------------------------------|-----------------------------------------------------------------|
| Intermediate outcome           | Heritage organizations, professionals and communities <b>more systematically collect and share</b> evidence about the wider societal benefits of heritage and its conservation to secure greater policy support and investment.                         |               |                             |                                                                                              |               |                            |                                    |                                                                 |
| Short-term outcomes            | Heritage organizations, professionals and communities <b>have improved knowledge, skills and resources</b> to systematically collect evidence about the wider societal benefits of heritage and its conservation using relevant methods and indicators. |               |                             |                                                                                              |               |                            |                                    |                                                                 |
|                                | Heritage organizations, professionals and communities <b>have increased awareness and aspiration</b> to collect evidence about the wider societal benefits of heritage and its conservation to secure greater policy support and investment.            |               |                             |                                                                                              |               |                            |                                    |                                                                 |
| Outputs                        | <b>Description</b>                                                                                                                                                                                                                                      | <b>Target</b> | <b>Activity</b>             | <b>Topic</b>                                                                                 | <b>Region</b> | <b>Other PAs addressed</b> | <b>Voluntary Contributions (€)</b> | <b>Regular Budget - catalytic seed funds (€)</b>                |
|                                | ICCROM archives collections are maintained and accessible on-site and online                                                                                                                                                                            | -             | ICCROM Records and Archives | Evidencing the history and benefits of international collaboration for heritage conservation | International | SD1-PA1                    | -                                  | See organizational enablers: Internal governance and management |
| Aspirational outputs           | Photographs and audiovisual recordings from the ICCROM archives are digitized and accessible online                                                                                                                                                     | 1 110         | ICCROM Records and Archives | Evidencing the history and benefits of international collaboration for heritage conservation | International | SD1-PA1                    | -                                  | -                                                               |
| <b>TOTAL budget allocation</b> |                                                                                                                                                                                                                                                         |               |                             |                                                                                              |               |                            | <b>-</b>                           | <b>50 000</b>                                                   |

*Note: Graphics are not available as they are used in this section of the document to represent only actual outputs; aspirational and qualitative outputs are excluded.*

The tables below provide a consolidated overview of committed Voluntary Contributions (VCs) and Regular Budget (RB) allocations for activities across all Programme Delivery Mechanisms under the three Strategic Directions and nine Priority Areas. The figures are the same as those presented in the logical frameworks, but are compiled here to offer a single, accessible view that supports clearer understanding, comparison, and oversight of resource distribution.



| Programme Delivery Mechanism           | SD1 CONSERVE – Budget allocation for activities (EUR)  |               |                |               |                  |               |
|----------------------------------------|--------------------------------------------------------|---------------|----------------|---------------|------------------|---------------|
|                                        | PA1                                                    |               | PA2            |               | PA3              |               |
|                                        | VCs                                                    | RB            | VCs            | RB            | VCs              | RB            |
| <b>FAR</b>                             | -                                                      | 3 000         | -              | -             | 265 000          | 3 000         |
| <b>WHL</b>                             | 40 000                                                 | -             | 65 000         | -             | 82 000           | -             |
| <b>SHJ-ATHAR</b>                       | 585 000                                                | -             | 150 000        | -             | -                | -             |
| <b>YHA</b>                             | 65 000                                                 | -             | 35 000         | -             | -                | -             |
| <b>LAC</b>                             | 10 000                                                 | 5 000         | -              | -             | -                | -             |
| <b>SBH</b>                             | 83 770                                                 | 6 000         | -              | -             | -                | -             |
| <b>SDH</b>                             | -                                                      | 15 000        | -              | -             | -                | -             |
| <b>Cultural materials conservation</b> | 18 000                                                 | 16 000        | -              | -             | -                | -             |
| <b>Collections</b>                     | 200 000                                                | -             | 40 000         | -             | -                | -             |
| <b>Research</b>                        | -                                                      | -             | -              | 3 000         | -                | 12 000        |
| <b>Library and Archives</b>            | -                                                      | 50 000        | -              | -             | -                | -             |
| <b>Contingency</b>                     | -                                                      | 3 000         | -              | 7 000         | -                | -             |
| <b>Sub-totals</b>                      | <b>1 001 770</b>                                       | <b>98 000</b> | <b>290 000</b> | <b>10 000</b> | <b>347 000</b>   | <b>15 000</b> |
| <b>Total SD1</b>                       | <b>1 761 770</b>                                       |               |                |               |                  |               |
| Programme Delivery Mechanism           | SD2 ACTIVATE – Budget allocation for activities (EUR)  |               |                |               |                  |               |
|                                        | PA1                                                    |               | PA2            |               | PA3              |               |
|                                        | VCs                                                    | RB            | VCs            | RB            | VCs              | RB            |
| <b>FAR</b>                             | -                                                      | -             | -              | 5 000         | -                | -             |
| <b>WHL</b>                             | -                                                      | -             | -              | -             | -                | 5 000         |
| <b>SHJ-ATHAR</b>                       | -                                                      | -             | -              | -             | 130 000          | -             |
| <b>YHA</b>                             | -                                                      | -             | -              | -             | 3 012 900        | -             |
| <b>LAC</b>                             | -                                                      | -             | -              | -             | -                | -             |
| <b>SBH</b>                             | 80 000                                                 | -             | -              | -             | -                | -             |
| <b>SDH</b>                             | -                                                      | -             | -              | -             | -                | -             |
| <b>Cultural materials conservation</b> | -                                                      | -             | -              | -             | -                | -             |
| <b>Collections</b>                     | -                                                      | 2 000         | 90 000         | 7 000         | -                | 2 000         |
| <b>Research</b>                        | -                                                      | -             | -              | -             | -                | -             |
| <b>Library and Archives</b>            | -                                                      | -             | -              | -             | -                | -             |
| <b>Contingency</b>                     | -                                                      | 7 000         | -              | -             | -                | 3 000         |
| <b>Sub-totals</b>                      | <b>80 000</b>                                          | <b>9 000</b>  | <b>90 000</b>  | <b>12 000</b> | <b>3 142 900</b> | <b>10 000</b> |
| <b>Total SD2</b>                       | <b>3 343 900</b>                                       |               |                |               |                  |               |
| Programme Delivery Mechanism           | SD3 RECOGNIZE – Budget allocation for activities (EUR) |               |                |               |                  |               |
|                                        | PA1                                                    |               | PA2            |               | PA3              |               |
|                                        | VCs                                                    | RB            | VCs            | RB            | VCs              | RB            |
| <b>FAR</b>                             | 28 000                                                 | -             | 300 000        | -             | 40 000           | -             |
| <b>WHL</b>                             | 11 000                                                 | -             | 160 000        | -             | 117 308          | 30 000        |
| <b>SHJ-ATHAR</b>                       | 60 000                                                 | -             | -              | -             | 20 000           | -             |
| <b>YHA</b>                             | -                                                      | -             | -              | -             | -                | -             |
| <b>LAC</b>                             | -                                                      | -             | -              | -             | -                | -             |

|                                        |                  |                                                                 |                |              |                |               |
|----------------------------------------|------------------|-----------------------------------------------------------------|----------------|--------------|----------------|---------------|
| <b>SBH</b>                             | -                | -                                                               | -              | -            | 4 000          | -             |
| <b>SDH</b>                             | -                | -                                                               | -              | -            | -              | -             |
| <b>Cultural materials conservation</b> | -                | -                                                               | -              | -            | -              | -             |
| <b>Collections</b>                     | 30 000           | -                                                               | -              | -            | 15 000         | -             |
| <b>Research</b>                        | -                | -                                                               | -              | -            | -              | 5 000         |
| <b>Library and Archives</b>            | -                | See organizational enablers: Internal governance and management | -              | -            | -              | -             |
| <b>Contingency</b>                     | -                | 5 000                                                           | -              | 5 000        | -              | -             |
| <b>Sub-totals</b>                      | <b>129 000</b>   | <b>5 000</b>                                                    | <b>460 000</b> | <b>5 000</b> | <b>196 308</b> | <b>35 000</b> |
| <b>Total SD3</b>                       | <b>830 308</b>   |                                                                 |                |              |                |               |
| <b>Grand Total</b>                     | <b>5 935 978</b> |                                                                 |                |              |                |               |

| <b>Programme Delivery Mechanism</b>    | <b>Budget allocation for activities (EUR)</b> |                |
|----------------------------------------|-----------------------------------------------|----------------|
|                                        | <b>VCs</b>                                    | <b>RB</b>      |
| <b>FAR</b>                             | 633 000                                       | 11 000         |
| <b>WHL</b>                             | 475 308                                       | 35 000         |
| <b>SHJ-ATHAR</b>                       | 945 000                                       | -              |
| <b>YHA</b>                             | 3 112 900                                     | -              |
| <b>LAC</b>                             | 10 000                                        | 5 000          |
| <b>SBH</b>                             | 167 770                                       | 6 000          |
| <b>SDH</b>                             | -                                             | 15 000         |
| <b>Cultural materials conservation</b> | 18 000                                        | 16 000         |
| <b>Collections</b>                     | 375 000                                       | 11 000         |
| <b>Research</b>                        | -                                             | 20 000         |
| <b>Library and Archives</b>            | -                                             | 50 000         |
| <b>Contingency</b>                     | -                                             | 30 000         |
| <b>Sub-totals</b>                      | <b>5 736 978</b>                              | <b>199 000</b> |
| <b>Total</b>                           | <b>5 935 978</b>                              |                |

## D. ORGANIZATIONAL ENABLERS

ICCROM's ability to deliver its strategic goals is underpinned by the following critical internal elements that empower the organization to execute its strategy successfully:

### D.1 Investing in people

Investing in people and the organizational values that drive engagement and alignment remains pivotal in shaping a resilient ICCROM that is prepared not only for today's challenges but also for those of tomorrow.

During this biennium, efforts focus on implementing a new Human Resource (HR) Strategy consisting of five pillars:

1. **Strategic Workforce Planning** - Ensuring strategic and efficient workforce planning management and regular review to optimize resources and better achieve the Strategic Directions and Priority Areas within available budget and adapting to evolving priorities.
2. **HR Cornerstones** - Continuing the development of the HR cornerstones, processes, tools, guidelines and procedures to ensure that proper organizational administrative and legal frameworks are in place for the smooth implementation of the Strategic Directions and Priority Areas.
3. **Emerging Talents** - Developing organizational capacity to attract talent and ensure the overall rejuvenation of the workforce, providing recruitment and ad-hoc career opportunities for emerging talents. The Emerging Talents Programme, in addition to providing valuable additional temporary support to the workforce, serves as a foundation for cultivating young professionals. By fostering expertise and innovation, ICCROM is strengthening its ability to lead with vision and adaptability, ensuring it remains at the forefront of its mission while proactively addressing the evolving demands of the future.
4. **Organizational Well-being and Duty of Care** - Ensuring organizational effectiveness through a set of projects aimed at cultivating well-being and accomplishing organizational priorities.
5. **HR as a Service** - Establishing a cost-effective set of HR services and products that support ICCROM workforce to perform their duties in a conducive and efficient working environment.

### D.2 Internal governance and management

Transparent and accountable governance, coupled with effective management systems, serve as the foundation of ICCROM's credibility in achieving leadership, managerial and operational excellence.

Efforts are directed towards maintaining strong relationships with Member States, securing their engagement to uphold the Organization's mission and sustain its Programme. Emphasis is also placed on developing and implementing a more effective business model with integrated processes

and systems that ensure greater operational coherence, compliance, and alignment with international standards. This includes internal policies, guidelines, administrative procedures, regulations and rules, and record-keeping. The management of equity investment and financial costs are further optimized to enhance performance and sustainability.

Furthermore, ICCROM sustains the effective preservation and management of its archives, ensuring the integrity and accessibility of historical and operational data. Data Protection policies are being further strengthened.

### D.3 Strategic planning, monitoring and evaluation

Strategic planning, monitoring, and evaluation are vital to ICCROM's ability to adapt to change while delivering effective services. In this biennium, ICCROM is activating a comprehensive Monitoring and Evaluation (M&E) framework to ensure alignment with organizational objectives throughout the 2026–2031 strategic cycle. The framework will be systematically refined and updated to track PWB delivery, demonstrating ICCROM's impact to stakeholders, and enhancing transparency and accountability.

Collaborative efforts across existing programmes and initiatives strengthen programmatic design, shaping robust corporate outputs for the 2028–2029 biennium. These efforts align with ICCROM's 2026–2031 Strategic Plan, ensuring adaptability and long-term success in a dynamic operational landscape. Through these actions, ICCROM reaffirms its commitment to strategic excellence and meaningful, impactful, and forward-thinking leadership.

### D.4 Visibility, partnerships, and resource mobilization

In a competitive and evolving funding environment, ICCROM's visibility, partnerships, and ability to mobilize resources are crucial to its impact and sustainability. For 2026–2027, these efforts are guided by a strategic engagement and resource mobilization strategy, aligned with a revitalized communications strategy and ICCROM's shift to a programmatic, outcomes-based model.

ICCROM strengthens its global outreach and positioning through targeted engagement with governments, cooperation agencies, multilateral organizations, civil society, the professional community, foundations, charities and the private sector. It also continues to enhance its communication platforms – including its website, digital tools, and social media presence – to ensure timely, accessible, and engaging visibility of its work and results. Key actions include thematic storytelling, increased donor visibility, and improved monitoring of performance.

ICCROM is also enhancing its presence in international fora and global policy dialogues, actively advocating for the role of cultural heritage in responsible long-term development and promoting ICCROM's unique contribution as a technical centre of excellence.

The Resource Mobilization Strategy identifies four core priorities: strengthening internal capacity throughout project life cycles to raise and manage voluntary contributions; deepening relationships with existing donors; diversifying the donor base, including outreach to foundations and the private

sector; and leveraging in-kind contributions and technical expertise. Internally, ICCROM is reinforcing systems for coordination and donor engagement, cultivating a culture of corporate partnership, visibility, and resource awareness across all staff, in line with the One ICCROM approach.

Voluntary contributions remain essential to delivering ICCROM's programme. With a target to increase the current voluntary contributions by 20% by the end of the biennium, the Organization continues to strengthen cost-efficiency and transparency, ensuring that resources directly support effective programme delivery and long-term results.

## D.5 Technology and infrastructure

To execute its operations effectively, ICCROM relies on a robust, modern, and sustainable infrastructure spanning IT services, logistics, and premises maintenance.

Building on past achievements, ICCROM is advancing its Digital Transformation across five strategic pillars: e-learning, online accessibility of library and archival resources, stakeholder relationship management, a smarter business environment, and communication infrastructure.

This biennium, ICCROM is expanding its e-learning offerings with up to six new self-paced courses and by systematically delivering hybrid and online instructor-led training through its e-learning platform. Library and archival resources are being progressively digitized, ensuring broader access to heritage knowledge. Stakeholder relationship management is being strengthened through enhanced functionalities of ICCROM's new dedicated system, supporting resource mobilization and course management.

Internally, ICCROM is strengthening its IT system integration, bolstering cloud cybersecurity, and upgrading communication infrastructure for greater outreach and connectivity. General IT infrastructure and logistics services continue to provide seamless support. These digital initiatives underpin efforts to raise awareness, transfer knowledge and skills, and engage stakeholders, reinforcing ICCROM's capacity to achieve its Strategic Directions across all Priority Areas.

The following table provides a breakdown of the budget figures allocated to the organizational enablers' activities divided among Regular Budget and Voluntary Contributions, presenting an overview to support operational priorities.

| Organizational Enablers by RB and VC                                                                                 | Activities costs (EUR) |               |
|----------------------------------------------------------------------------------------------------------------------|------------------------|---------------|
|                                                                                                                      | RB                     | VC            |
| <b>1. Investing in people</b>                                                                                        | <b>93 000</b>          | <b>94 586</b> |
| Area of Change 1 - Strategic Workforce Planning<br>Training and other Organizational Development activities          | 5 000                  | 15 460        |
| Area of Change 2 - HR Cornerstones<br>Development of the HR Administrative Framework                                 | 5 000                  | 25 000        |
| Area of Change 3 - ICCROM Next Generation<br>Implementation of the Emerging Talent Programme (including internships) | 18 000                 | 44 126        |

|                                                                                                                                                |                  |                  |
|------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|
| Area of Change 4 - Organizational Wellbeing and Duty of Care<br>Strengthening systems for mental health and psychosocial support               | 10 000           | 10 000           |
| Area of Change 5 - HR as a Service<br>HR Operations                                                                                            | 55 000           | -                |
| <b>2. Internal governance and management</b>                                                                                                   | <b>423 000</b>   | <b>90 000</b>    |
| Records and Archives effectively managed and preserved                                                                                         | 50 000           | -                |
| Data Protection function implemented                                                                                                           | 10 000           | -                |
| Relations with Governing bodies are managed (organization of GA and Council)                                                                   | 176 000          | -                |
| Equity investment and financial costs are managed and performance is optimized (financial services and legal support)                          | 187 000          | 90 000           |
| <b>3. Strategic planning, monitoring and evaluation</b>                                                                                        | <b>-</b>         | <b>100 000</b>   |
| Corporate MEL framework & process revised and updated                                                                                          | -                | 40 000           |
| CRM's MEL function revised and updated                                                                                                         | -                | 40 000           |
| Programmatic design process strengthened and corporate outputs for 2028-2029 developed                                                         | -                | 20 000           |
| <b>4. Visibility, partnerships, and resource mobilization</b>                                                                                  | <b>60 000</b>    | <b>175 897</b>   |
| Corporate outreach and engagement achieved through impactful, branded communication                                                            | 24 000           | 33 150           |
| Primary communications platforms regularly updated and kept fresh                                                                              | 36 000           | 26 350           |
| Advocating for ICCROM and its work in international fora                                                                                       | -                | 25 550           |
| Opportunities for continued and sustained resource mobilization are leveraged and relationships managed                                        | -                | -                |
| Provide support to the entire Organization to mobilize resources                                                                               | -                | -                |
| Communication for projects                                                                                                                     | -                | 90 897           |
| <b>5. Technology and infrastructure (includes Digital Transformation)</b>                                                                      | <b>924 974</b>   | <b>647 572</b>   |
| General IT infrastructure and services to support ICCROM operations provided (cloud services, ERP licenses, software and hardware maintenance) | 374 000          | 40 000           |
| Specialized IT infrastructure and services to support ICCROM Library operations provided                                                       | 25 000           | -                |
| Logistics services to support ICCROM's operations provided (office supplies, IT equipment, consumables)                                        | 214 000          | 25 000           |
| Digital Transformation outputs delivered                                                                                                       | 311 974          | -                |
| HQ premises maintained and move to temporary premises undertaken                                                                               | -                | 582 572          |
| <b>Sub-totals by RB and VC</b>                                                                                                                 | <b>1 500 974</b> | <b>1 108 055</b> |
| <b>Programme Support Costs (PSC)*</b>                                                                                                          |                  | <b>581 398</b>   |
| <b>GRAND TOTAL ENABLERS (ACTIVITIES)</b>                                                                                                       | <b>3 190 427</b> |                  |

*\*Programme Support Costs (PSC) are the standard cost-recovery charges applied to Voluntary Contributions. Calculated as 10% - or another rate agreed with the donor - of signed and contracted agreements, PSC resources support the smooth running of programmatic and operational activities, including the enabling functions required for programme delivery. While presented under the Enablers because of their "enabling" nature, these funds will be allocated across Programme Delivery Mechanisms and Organizational Enablers based on identified needs and organizational priorities.*

## E. STAFF COSTS COMPOSITION

The table below presents a consolidated overview of staff costs covered by the Regular Budget and by Committed Voluntary Contributions across the three Strategic Directions and nine Priority Areas, as well as for the Organizational Enablers.

| STAFF COSTS COMPOSITION REGULAR BUDGET AND VOLUNTARY CONTRIBUTIONS |                                         |                                         |                                         |                                         |                                         |                                         |                                         |                                         |                         |                                    |                                               |                                                    |                               |           |
|--------------------------------------------------------------------|-----------------------------------------|-----------------------------------------|-----------------------------------------|-----------------------------------------|-----------------------------------------|-----------------------------------------|-----------------------------------------|-----------------------------------------|-------------------------|------------------------------------|-----------------------------------------------|----------------------------------------------------|-------------------------------|-----------|
| STRATEGIC DIRECTIONS AND PRIORITY AREAS                            |                                         |                                         |                                         |                                         |                                         |                                         |                                         |                                         | ORGANIZATIONAL ENABLERS |                                    |                                               |                                                    |                               |           |
| Strategic Direction 1 - Priority Area 1                            | Strategic Direction 1 - Priority Area 2 | Strategic Direction 1 - Priority Area 3 | Strategic Direction 2 - Priority Area 1 | Strategic Direction 2 - Priority Area 2 | Strategic Direction 2 - Priority Area 3 | Strategic Direction 3 - Priority Area 1 | Strategic Direction 3 - Priority Area 2 | Strategic Direction 3 - Priority Area 3 | Investing in people     | Internal governance and management | Strategic planning, monitoring and evaluation | Visibility, partnerships and Resource Mobilization | Technology and infrastructure |           |
| D2                                                                 | 6,7%                                    | 3,3%                                    | 3,3%                                    | 4,5%                                    | 3,3%                                    | 3,3%                                    | 4,5%                                    | 3,3%                                    | 8,9%                    | 28,6%                              | 8,9%                                          | 14,5%                                              | 3,3%                          |           |
| P4                                                                 | 10,7%                                   | 8,9%                                    | 8,9%                                    | 8,9%                                    | 8,9%                                    | 8,9%                                    | 8,9%                                    | 11,2%                                   | 0,4%                    | 1,8%                               | 2,2%                                          | 8,9%                                               | 2,2%                          |           |
| P4                                                                 | 6,3%                                    | -                                       | 17,9%                                   | 16,7%                                   | -                                       | -                                       | 16,3%                                   | 15,6%                                   | 0,4%                    | 1,1%                               | 1,1%                                          | 6,7%                                               | 2,2%                          |           |
| P3                                                                 | 23,3%                                   | 14,5%                                   | 15,8%                                   | 16,5%                                   | -                                       | -                                       | 15,8%                                   | 2,3%                                    | 0,5%                    | 1,1%                               | 1,1%                                          | 6,8%                                               | 2,3%                          |           |
| P3                                                                 | 9,2%                                    | 9,4%                                    | 9,4%                                    | 9,4%                                    | 9,4%                                    | 9,4%                                    | 9,6%                                    | 12,3%                                   | 0,4%                    | 1,1%                               | 1,1%                                          | 6,7%                                               | 3,3%                          |           |
| P3                                                                 | 7,8%                                    | 7,8%                                    | 7,8%                                    | 7,8%                                    | 7,8%                                    | 7,8%                                    | 7,8%                                    | 7,8%                                    | 3,3%                    | 11,8%                              | 3,3%                                          | 8,9%                                               | 2,2%                          |           |
| P3                                                                 | -                                       | -                                       | -                                       | -                                       | 100,0%                                  | -                                       | -                                       | -                                       | -                       | -                                  | -                                             | -                                                  | -                             |           |
| P3                                                                 | 1,6%                                    | 1,6%                                    | 1,6%                                    | 1,8%                                    | 1,8%                                    | 1,8%                                    | 1,8%                                    | 1,8%                                    | 1,8%                    | 23,2%                              | 1,8%                                          | 56,0%                                              | 1,8%                          |           |
| P3                                                                 | 4,5%                                    | 2,2%                                    | 2,2%                                    | 10,0%                                   | 10,0%                                   | 10,0%                                   | 4,5%                                    | 4,5%                                    | 1,1%                    | 6,3%                               | 22,3%                                         | 8,9%                                               | 8,9%                          |           |
| P3                                                                 | 4,5%                                    | 2,2%                                    | 13,4%                                   | -                                       | 2,2%                                    | 4,5%                                    | 11,2%                                   | 4,5%                                    | 0,4%                    | 1,1%                               | 33,7%                                         | 8,9%                                               | 2,2%                          |           |
| P3                                                                 | 4,5%                                    | -                                       | -                                       | -                                       | 4,5%                                    | -                                       | 29,0%                                   | -                                       | 0,4%                    | 57,1%                              | 1,1%                                          | 2,2%                                               | 1,1%                          |           |
| P3                                                                 | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 8,9%                    | 27,5%                              | 8,9%                                          | 15,6%                                              | 8,9%                          |           |
| P2                                                                 | 17,4%                                   | 17,9%                                   | -                                       | 16,7%                                   | 16,3%                                   | 20,1%                                   | -                                       | -                                       | 0,4%                    | 1,1%                               | 1,1%                                          | 6,7%                                               | 2,2%                          |           |
| P2                                                                 | 2,2%                                    | 1,8%                                    | 2,2%                                    | 1,8%                                    | 2,2%                                    | 1,8%                                    | 2,2%                                    | 1,8%                                    | -                       | 12,9%                              | 13,4%                                         | 55,8%                                              | -                             |           |
| P2                                                                 | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | 55,8%                   | 8,9%                               | 8,9%                                          | -                                                  | 6,3%                          |           |
| P1                                                                 | 69,9%                                   | -                                       | 18,5%                                   | -                                       | -                                       | -                                       | -                                       | -                                       | 0,4%                    | 1,1%                               | 1,1%                                          | 6,7%                                               | 2,2%                          |           |
| P1                                                                 | 9,2%                                    | 9,4%                                    | 9,4%                                    | 9,4%                                    | 9,4%                                    | 9,4%                                    | 13,6%                                   | 9,4%                                    | 0,4%                    | 1,1%                               | 1,1%                                          | 6,7%                                               | 2,2%                          |           |
| P1                                                                 | -                                       | -                                       | 17,4%                                   | 17,9%                                   | -                                       | -                                       | 17,9%                                   | 17,9%                                   | 0,4%                    | 1,1%                               | 1,1%                                          | 6,7%                                               | 2,2%                          |           |
| P1                                                                 | -                                       | -                                       | 17,4%                                   | 17,9%                                   | -                                       | -                                       | 17,9%                                   | 17,9%                                   | 0,4%                    | 1,1%                               | 1,1%                                          | 6,7%                                               | 2,2%                          |           |
| P1                                                                 | 8,9%                                    | 8,9%                                    | 8,9%                                    | 8,9%                                    | 8,9%                                    | 8,9%                                    | 8,9%                                    | 8,9%                                    | 0,7%                    | 5,6%                               | 3,3%                                          | 7,8%                                               | 2,2%                          |           |
| P1                                                                 | 8,9%                                    | 8,9%                                    | 8,9%                                    | 8,9%                                    | 8,9%                                    | 8,9%                                    | 8,9%                                    | 8,9%                                    | 0,7%                    | 5,6%                               | 3,3%                                          | 7,8%                                               | 2,2%                          |           |
| P1                                                                 | 8,9%                                    | 8,9%                                    | 8,9%                                    | 10,0%                                   | 10,0%                                   | 10,0%                                   | 10,0%                                   | 10,0%                                   | 0,4%                    | 2,2%                               | 1,3%                                          | 6,7%                                               | 2,2%                          |           |
| P1                                                                 | 10,0%                                   | 10,0%                                   | 10,0%                                   | 8,9%                                    | 8,9%                                    | 8,9%                                    | 10,0%                                   | 10,0%                                   | 0,4%                    | 2,2%                               | 1,3%                                          | 6,7%                                               | 2,2%                          |           |
| P1                                                                 | -                                       | -                                       | -                                       | -                                       | 100,0%                                  | -                                       | -                                       | -                                       | -                       | -                                  | -                                             | -                                                  | -                             |           |
| P1                                                                 | 8,0%                                    | 3,3%                                    | 4,5%                                    | 6,7%                                    | 2,2%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 0,9%                    | 11,2%                              | 3,3%                                          | 42,0%                                              | 3,3%                          |           |
| G6                                                                 | 12,9%                                   | 10,0%                                   | 10,0%                                   | 10,0%                                   | 10,0%                                   | 10,0%                                   | 10,0%                                   | 9,6%                                    | 0,4%                    | 1,1%                               | -                                             | 4,5%                                               | -                             |           |
| G6                                                                 | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | -                       | 36,4%                              | 11,2%                                         | 11,2%                                              | 11,2%                         |           |
| G5                                                                 | 66,5%                                   | -                                       | -                                       | -                                       | 15,6%                                   | -                                       | 11,8%                                   | -                                       | 0,4%                    | 1,1%                               | 1,1%                                          | 3,3%                                               | -                             |           |
| G5                                                                 | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 0,4%                    | 4,5%                               | 2,2%                                          | 4,5%                                               | 58,3%                         |           |
| G5                                                                 | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | -                       | 14,5%                              | -                                             | 3,3%                                               | 42,0%                         |           |
| G4                                                                 | 12,8%                                   | 9,8%                                    | 9,8%                                    | 9,8%                                    | 9,8%                                    | 9,8%                                    | 9,8%                                    | 11,2%                                   | 0,6%                    | 1,4%                               | -                                             | 5,6%                                               | -                             |           |
| G4                                                                 | 17,4%                                   | 17,9%                                   | -                                       | 16,7%                                   | -                                       | -                                       | 14,5%                                   | 14,1%                                   | 0,4%                    | 1,1%                               | -                                             | 4,5%                                               | -                             |           |
| G4                                                                 | 6,7%                                    | 6,7%                                    | 6,7%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | 5,6%                                    | 5,6%                                    | 0,4%                    | 32,6%                              | 3,3%                                          | 6,7%                                               | 7,8%                          |           |
| G4                                                                 | 1,1%                                    | 1,1%                                    | 1,1%                                    | 1,1%                                    | 1,1%                                    | 1,1%                                    | 1,1%                                    | 1,1%                                    | 0,4%                    | 23,0%                              | 33,5%                                         | 4,5%                                               | 28,6%                         |           |
| G4                                                                 | 1,1%                                    | 1,1%                                    | 1,1%                                    | 1,1%                                    | 1,1%                                    | 1,1%                                    | 1,1%                                    | 1,1%                                    | 0,4%                    | 23,0%                              | 33,5%                                         | 4,5%                                               | 28,6%                         |           |
| G4                                                                 | 4,5%                                    | 3,3%                                    | 5,6%                                    | 5,6%                                    | 5,6%                                    | 5,6%                                    | 5,6%                                    | 5,6%                                    | 0,4%                    | 10,3%                              | 33,5%                                         | 7,8%                                               | 2,2%                          |           |
| G4                                                                 | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | -                       | 55,4%                              | 12,3%                                         | 12,3%                                              | -                             |           |
| G4                                                                 | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | -                       | 55,4%                              | 12,3%                                         | 12,3%                                              | -                             |           |
| G4                                                                 | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | -                       | 36,4%                              | 11,2%                                         | 11,2%                                              | 11,2%                         |           |
| G3                                                                 | 17,0%                                   | 16,8%                                   | -                                       | 15,4%                                   | 15,4%                                   | 15,4%                                   | 4,2%                                    | 4,2%                                    | 0,6%                    | 1,4%                               | -                                             | 5,6%                                               | -                             |           |
| G3                                                                 | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | 2,2%                                    | 55,8%                   | 8,9%                               | 8,9%                                          | -                                                  | 6,3%                          |           |
| G2                                                                 | 49,3%                                   | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | 0,4%                    | 1,1%                               | -                                             | 49,1%                                              | -                             |           |
| G2                                                                 | 86,6%                                   | -                                       | -                                       | -                                       | 7,6%                                    | -                                       | 3,8%                                    | -                                       | 0,6%                    | 1,5%                               | -                                             | -                                                  | -                             |           |
| G2                                                                 | 5,6%                                    | 5,6%                                    | 5,6%                                    | 5,6%                                    | 5,6%                                    | 5,6%                                    | 4,5%                                    | 4,5%                                    | 3,3%                    | 36,8%                              | 2,2%                                          | 4,5%                                               | 6,3%                          |           |
| G2                                                                 | 7,8%                                    | 7,8%                                    | 7,8%                                    | 5,6%                                    | 5,6%                                    | 5,6%                                    | 5,6%                                    | 5,6%                                    | 0,4%                    | 25,9%                              | 3,3%                                          | 6,7%                                               | 7,8%                          |           |
| G2                                                                 | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 0,4%                    | 4,5%                               | 2,2%                                          | 4,5%                                               | 58,3%                         |           |
| G2                                                                 | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | 3,3%                                    | -                       | 36,4%                              | 11,2%                                         | 11,2%                                              | 11,2%                         |           |
| G2                                                                 | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | -                       | 33,0%                              | 11,2%                                         | 4,5%                                               | 11,2%                         |           |
| G2                                                                 | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | -                       | 14,5%                              | -                                             | 3,3%                                               | 42,0%                         |           |
| G1                                                                 | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | 4,5%                                    | -                       | 20,8%                              | -                                             | -                                                  | 39,1%                         |           |
|                                                                    | 990 784                                 | 515 137                                 | 596 833                                 | 646 428                                 | 894 682                                 | 472 559                                 | 664 700                                 | 564 653                                 | 562 811                 | 305 352                            | 1 298 437                                     | 633 077                                            | 998 233                       | 711 021   |
| Total Gross Staff Costs                                            |                                         |                                         |                                         |                                         |                                         |                                         |                                         |                                         |                         |                                    |                                               |                                                    |                               | 9 854 705 |
| After Service costs 2026-2027                                      |                                         |                                         |                                         |                                         |                                         |                                         |                                         |                                         |                         |                                    |                                               |                                                    |                               | 178 701   |
| Personnel in-kind contributions                                    |                                         |                                         |                                         |                                         |                                         |                                         |                                         |                                         |                         |                                    |                                               |                                                    |                               | 134 218   |
| Percentage on Total Regular Budget 2026-2027                       |                                         |                                         |                                         |                                         |                                         |                                         |                                         |                                         |                         |                                    |                                               |                                                    |                               | 78%       |

D - Director-General      P - Professional      G - General Service

Faded colours represent ICCROM Personnel paid through Voluntary Contributions

## E.1 Strengthened Workforce through personnel in-kind contributions

The Secretariat maintains a long-standing and effective collaboration with the Government of Japan through a secondment scheme, under which ICCROM is supported by a seconded Officer on a biennial basis. More recently, the Governments of Sharjah, UAE and the Government of France have also joined the secondment scheme, providing ICCROM with qualified Technical Officers to support the fulfilment of its mandate across the three Strategic Directions and Priority Areas.

During the biennium 2026-2027, ICCROM will also benefit, for the first time, from the contribution of a Junior Professional Officer (JPO) supported by the Government of Italy. This represents an important milestone in strengthening pathways for early-career professionals within the Organization, while further enhancing ICCROM's programme delivery capacity and deepening cooperation with the Host Country.

These professionals contribute significantly to the effective delivery of ICCROM's programmes delivery mechanisms, bringing specialized expertise, fresh perspectives, and enhanced technical capacity to the Organization without affecting ICCROM's limited budget. Personnel in-kind contributions represent an innovative, win-win, cost-effective and mutually beneficial modality of support, strengthening institutional relationships with Member States while reinforcing capacities and shared ownership of programme implementation and results.

## F. BUDGET

This section presents the budget framework for the 2026–2027 biennium, outlining the financial allocations necessary to support ICCROM’s strategic priorities and operational needs. It is based on the zero nominal growth (ZNG) assumption, maintaining the same level of assessed contributions as the previous biennium. This approach ensures consistency while providing a transparent overview of planned expenditures and funding sources to implement ICCROM’s Programme of Work.

ICCROM remains committed to pursuing the highest efficiency and cost-effectiveness in its interventions and in the use and forecasting of its regular budget and voluntary contributions. ICCROM continues to explore ways to rationalize and streamline expenditures, adopting a value-for-money approach.

In preparing this budget, all personnel costs (both regular programme posts and project posts) have been factored in, considering all defined benefit obligations. In compliance with IPSAS principles, ICCROM has accounted for the expenditures related to actuarial evaluations for the After Service Health Insurance Fund and the Separation Payment Scheme (which is only for General Service Staff members) in the Staff Costs.

At the time of preparation of this zero draft PWB, ICCROM's budget for this biennium is based on funding sources coming from the assessed contributions of its 138<sup>2</sup> Member States amounting to EUR 7 677 000 increased by EUR 18 000 from the Scholarship reserve to fund internships, totalling EUR 7 695 000 on the Regular Budget, and Voluntary Contributions amounting to EUR 11 595 000.

ICCROM’s scale of assessment is derived from that adopted by the General Assembly of the United Nations for the years 2025, 2026 and 2027,<sup>3</sup> adjusted to account for differences in membership of the two Organizations. The calculation of the ICCROM scale of assessment is detailed in Annex 1.

ICCROM Secretariat continues to regularly disclose any movement in operational and/or extraordinary reserves.

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<sup>2</sup> It is worth-mentioning that on 27 November 2025 San Marino joined ICCROM as its 139<sup>th</sup> Member States and while their contribution was not taken into account at the time of the preparation of the PWB, it will be certainly accounted for in ICCROM’s financial system and in all future documents.

<sup>3</sup> (see document: United Nations General Assembly 79th plenary meeting 24 December 2024 doc. No A/RES/79/249– Seventy-ninth session Agenda item 143 – Resolution adopted by the General Assembly on 24 December 2024 on the report of the Fifth Committee [A/79/390/Add.1]).

## F.1 IPSAS standards in the budget and financial statement processes

IPSAS, the International Public Sector Accounting Standards, are a set of accounting standards issued by the International Public Sector Accounting Standards Board, which is part of the International Federation of Accountants. They are designed specifically for public sector entities – like governments, intergovernmental organizations, and UN entities – to ensure high-quality, consistent, transparent, and accountable financial reporting.

While IPSAS provides valuable guidance for enhancing transparency and accountability in public sector financial reporting, it may not always be practical or necessary to apply IPSAS standards directly to the budget formulation process.

For the sake of clarity and transparency, it is worth noting that year-end financial statements are compiled on accrual-based accounting,<sup>4</sup> while budgets are usually drafted on cash-based accounting.

Such different accounting treatment stems from the dissimilar purpose that budgets serve compared to financial statements – they are primarily political and policy instruments that reflect priorities, resource allocations, and short-term operational targets. As such, ICCROM, like many other public sector organizations, continues to prepare budgets on a cash basis, which aligns with legislative requirements and supports ease of control over spending and financing.

Attempting to fully align the budget with IPSAS accrual standards may introduce complexity without proportional benefit, especially when:

- Frameworks mandate a different budget format or basis;
- Internal systems and capacity are not yet fully aligned with accrual principles;
- Focus remains on fiscal discipline and control rather than performance-based budgeting.

Therefore, many public entities maintain their existing budget structures while ensuring that their financial reporting fully meets IPSAS standards. This balanced approach supports both compliance and practicality.

Many International Organizations disclose reconciliations between their approved (cash-based) budgets and accrual-based IPSAS financial statements in their annual financial reports, in compliance with IPSAS 24 guidance.

In line with the prevailing practices among both UN entities and International Organizations, ICCROM follows IPSAS accounting standards for the year-end financial reporting and statements, but not for the budgeting preparation process.

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<sup>4</sup> The accrual accounting method requires to record revenues and expenses when they are earned/incurred – not when cash is received or paid.

## F.2 ICCROM budget 2026–2027 (all amounts in EUR)

| Income                                            | ICCROM Regular Budget 2026-2027 | Voluntary Contributions (in-hand) 2026-2027 | Total             |
|---------------------------------------------------|---------------------------------|---------------------------------------------|-------------------|
| Assessed Contributions                            | 7 677 000                       |                                             | 7 677 000         |
| Scholarship reserve <sup>5</sup>                  | 18 000                          |                                             | 18 000            |
| Contracts and Voluntary Contributions (Ext. Fund) |                                 | 11 595 000                                  | 11 595 000        |
| <b>Total</b>                                      | <b>7 695 000</b>                | <b>11 595 000</b>                           | <b>19 290 000</b> |

*Note: The figures in the table above and below have been rounded for ease of reference. For detailed figures, refer to the Programme of Work and the Organizational Enablers sections of this document.*

The table below shows the same budget figures, re-arranged by priority areas, enablers and staff costs divided between regular budget and voluntary contributions. The percentages reflect the impact of each component among the respective funding sources and the overall budget.

Voluntary Contributions are presented as aggregated figures for the biennium because their implementation and disbursement schedules follow donor-defined timelines that do not align with the calendar year. Unlike assessed contributions, which are annual by design, VC agreements typically specify a total multi-year envelope rather than year-by-year amounts. While project-cycle specific breakdowns may be provided to donors for project-level planning and reporting, the biennial presentation in the Programme of Work and Budget offers a more accurate and policy-relevant view of the resources available for programme delivery without introducing assumptions not contained in the agreements.

| Budget item                   |          | Regular budget (EUR) |                  | %           | VC in hand (EUR)  | %           | Total (EUR)       | %           |
|-------------------------------|----------|----------------------|------------------|-------------|-------------------|-------------|-------------------|-------------|
|                               |          | 2026                 | 2027             |             |                   |             |                   |             |
| Staff Costs                   |          | 2 907 500            | 3 087 500        | 78%         | 4 170 000         | 36%         | 10 165 000        | 53%         |
| Activities                    | Enablers | 750 000              | 750 000          | 19%         | 1 109 000         | 10%         | 2 609 000         | 14%         |
|                               | PAs      | 100 000              | 100 000          | 3%          | 5 735 000         | 49%         | 5 935 000         | 30%         |
| Programme Support Costs (PSC) |          | -                    | -                | -           | 581 000           | 5%          | 581 000           | 3%          |
| <b>Total</b>                  |          | <b>3 757 500</b>     | <b>3 937 500</b> | <b>100%</b> | <b>11 595 000</b> | <b>100%</b> | <b>19 290 000</b> | <b>100%</b> |

<sup>5</sup> In compliance with Article 6.2 of [ICCROM's Financial Regulations](#) and in line with the earmarking foreseen under the fund, the Secretariat is providing due information on the use of the Scholarship Reserve to finance internships in the biennium.

### F.3 Budget evolution, enablers and trends

The 2026–2027 biennium has secured the highest amount of funds for Activities (47% of the total budget compared to 35% and 43% in previous biennia. This reflects the strategic shift towards a more programmatic approach, with greater focus on the design and implementation of Programmes. It also ensures a more reasonable ratio between Activities and Staff Costs – with Staff Costs representing 53% of the total budget for this biennium, compared to 65% and 57% in the previous ones – while implementing cost-savings and efficiency gains.

| <b>Budget item<br/>(RP+VC)</b> | <b>Biennium<br/>2022-2023<br/>(EUR)</b> | <b>%</b>    | <b>Biennium<br/>2024-2025<br/>(EUR)</b> | <b>%</b>    | <b>Biennium<br/>2026-2027<br/>(EUR)</b> | <b>%</b>    |
|--------------------------------|-----------------------------------------|-------------|-----------------------------------------|-------------|-----------------------------------------|-------------|
| Activities                     | 7 408 917                               | 43%         | 5 138 234                               | 35%         | 9 125 000                               | 47%         |
| Staff costs                    | 9 898 783                               | 57%         | 9 630 612                               | 65%         | 10 165 000                              | 53%         |
| <b>Total per<br/>biennium</b>  | <b>17 307 700</b>                       | <b>100%</b> | <b>14 768 846</b>                       | <b>100%</b> | <b>19 290 000</b>                       | <b>100%</b> |

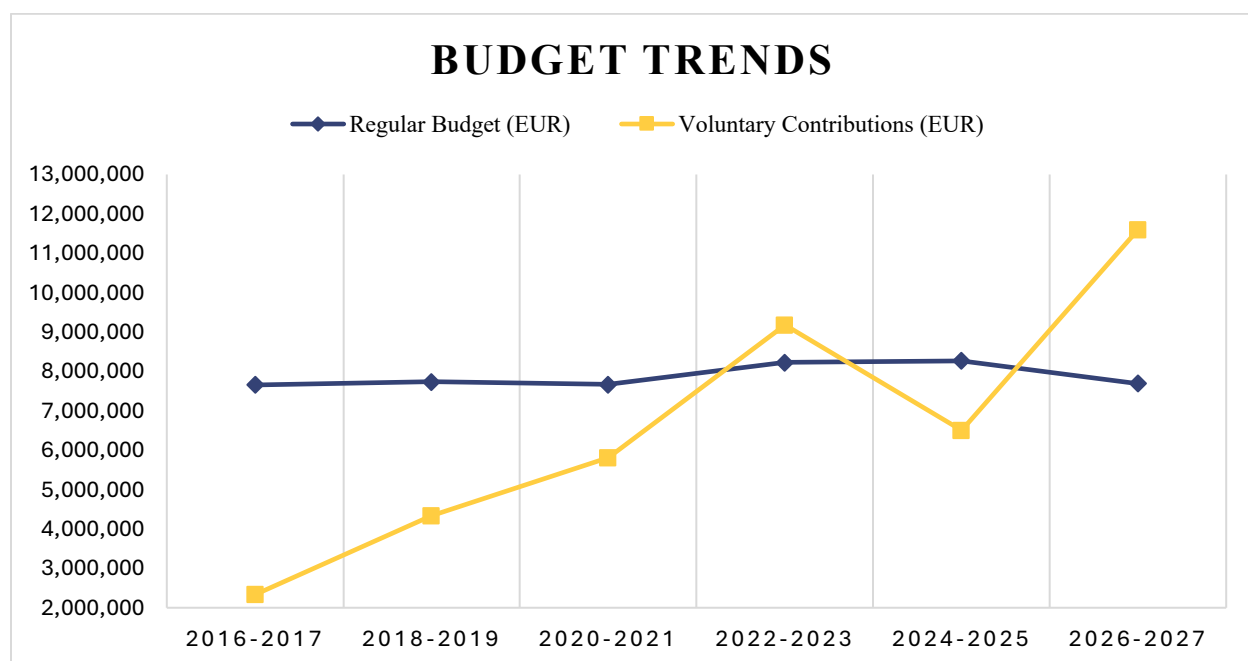
Another biennia comparison specifically on enablers, can be useful to appreciate the overall impact of this component in this biennium vis-à-vis the previous two. As per the below table, the current biennium secures the lowest amount of enablers, both in terms of absolute value and percentage against the overall budget.

| <b>Budget item<br/>(includes RB<br/>and VC)</b> | <b>Biennium<br/>2022-2023<br/>(EUR)</b> | <b>Enablers<br/>vs budget<br/>(%)</b> | <b>Biennium<br/>2024-2025<br/>(EUR)</b> | <b>Enablers<br/>vs budget<br/>(%)</b> | <b>Biennium<br/>2026-2027<br/>(EUR)</b> | <b>Enablers<br/>vs budget<br/>(%)</b> |
|-------------------------------------------------|-----------------------------------------|---------------------------------------|-----------------------------------------|---------------------------------------|-----------------------------------------|---------------------------------------|
| Budget amount<br>for the<br>biennium*           | 17 307 700                              | <b>50%</b>                            | 14 768 846                              | <b>50%</b>                            | 19 290 000                              | <b>38%</b>                            |
| Enablers<br>amount**                            | 8 573 772                               |                                       | 7 407 171                               |                                       | 7 320 000                               |                                       |

Lastly, the below graph and trend confirm the Organization’s strong commitment in securing voluntary contributions as a key resource to achieve its programmatic goals.

*\*Budget amount for biennia 22-23 and 24-25 net of “Contributions to be fundraised” and “RB carried forward”.*

*\*\*Enablers in biennia 22-23 and 24-25 derive from the sum of General Operating Costs and SD.3 (page 36 of PAB 22-23 and page 37 of PAB 24-25).*



## G. RESOLUTION ON THE APPROVAL OF THE PWB 2026–2027

The General Assembly approves the Programme of Work and Budget for the biennium 2026–2027, as presented during its 34th Session, and the following Budget Appropriation Resolution:

- Authorizes the Director-General to implement the programme outlined in the Programme of Work and Budget 2026–2027.
- Approves the budget for a total of EUR 19 290 000 encompassing all sources of funds, namely:
  - ICCROM's Regular Budget, including Member States assessed contributions and Scholarship fund deriving from the dedicated earmarked reserve, totalling EUR 7 695 000.
  - Voluntary Contributions in-hand (including staff costs, organizational enablers and activities) and Programme Support Costs (former Administrative Recovery) totalling EUR 11 595 000.
- Authorizes the Director-General to adapt the detailed budget within the budget envelope according to Strategic Directions, Priority Areas, and Organizational Enablers.
- Approves the scale of assessment of ICCROM Member States for the biennium 2026–2027, based on the scale of assessment adopted by the UN General Assembly for the years 2025, 2026 and 2027, and adapted to ICCROM's specific requirements to consider the two Organizations' differences in membership to derive an ICCROM scale of assessment reaching 100%.

- Resolves that new Members depositing their instruments of ratification after 11 October 2025 (the date of preparation of the assessments for the 2026–2027 biennium) shall be assessed in accordance with the same formula used to derive this scale of assessment.
- Authorizes the Director-General to accept and add to the appropriate lines of the budget approved above, non-earmarked Voluntary Contributions, donations, gifts, bequests, subventions and contributions from governments, in line with ICCROM's Financial Regulations.
- The Director-General shall provide information thereon to the ICCROM Council in writing at the session following such action.
- The Director-General is authorized to carry forward any unobligated fund of ICCROM's appropriations to the following budget period, in compliance with Articles 4.3 and 4.4 of ICCROM's Financial Regulations.

## H. ANNEXES

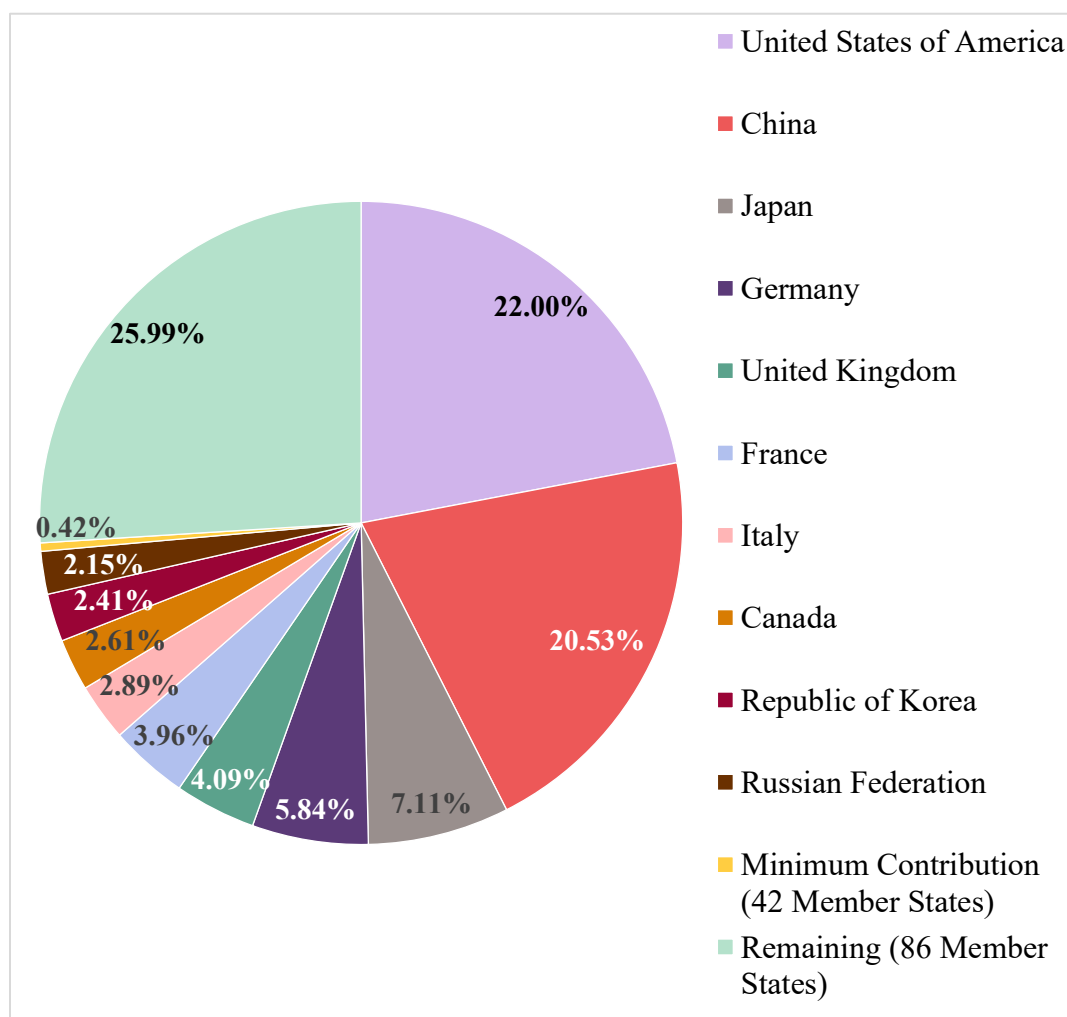
### H.1 Annex 1: Scale of assessment

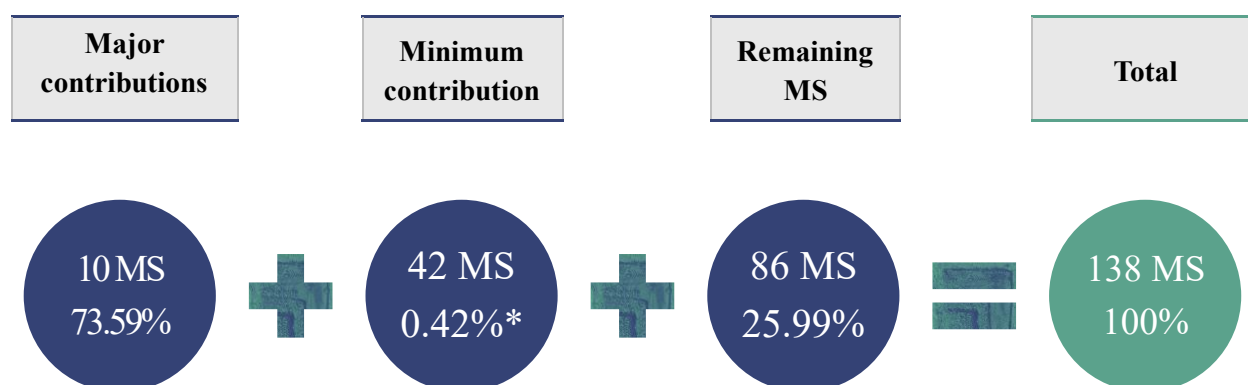
In accordance with Article 2.5 of ICCROM's Statutes, "each Member State shall contribute to the budget of ICCROM at a rate fixed by the General Assembly."

For the 2026–2027 biennium and at the time of preparation of the draft PWB, ICCROM's scale of assessment is derived from the one adopted by the General Assembly of the United Nations for the years 2025, 2026 and 2027, adjusted to account for the difference in membership between the two Organizations.

#### Calculation of ICCROM Scale of Assessment

### COMPOSITION OF ICCROM ASSESSED CONTRIBUTIONS





\*In the ICCROM Scale of Assessment, the minimum percentage is 0.01%. This means that all 42 Member States having a UN Scale of Assessment smaller than 0.01% are increased up to this minimum value.

Calculation of % contribution by each Member State based on UN Scale of Assessment

|                                    | ICCROM Regular Budget | UN Scale of Assessment |
|------------------------------------|-----------------------|------------------------|
| USA                                | 22%                   | 22%                    |
| Member States Minimum Contribution | 0.42%                 | 0.24%                  |
| Non-ICCROM MS                      | -                     | 2.157%                 |
| Remaining Member States            | <b>77.580 %</b>       | <b>75.601 %</b>        |

Correction factor ICCROM / UN

$$\frac{77.580 \%}{75.601 \%} = 1,026176902$$

UN Scale of Assessment is multiplied by this number to obtain the ICCROM Scale of Assessment (excluding USA for which the percentage is always 22% and Member State minimum contribution, for which the applied percentage is always 0.01%).

*It is worth-mentioning that on 27 November 2025 San Marino joined ICCROM as its 139<sup>th</sup> Member States and while their contribution was not taken into account at the time of the preparation of the PWB, it will be certainly accounted for in ICCROM's financial system and in all future documents.*

## H.2 Annex 2: Organizational developments

This Annex 2 provides the set of reform measures initiated by ICCROM to improve the effectiveness and efficiency of its operations and to be fit for future in light of new challenges.

### Background

At its 2<sup>nd</sup> Extraordinary Session, held on 9 May 2025, the Council reviewed the Director-General's proposed Draft Programme of Work and Budget for the biennium 2026–2027. During the discussion, it was observed that recent global developments and geopolitical challenges may put at risk the Organization's sustainability in an already complex financial situation for ICCROM.

In response, the Council requested the Director-General to prepare budget scenarios for a financial constrained environment. This exercise was already initiated through a careful workforce planning review and further cost optimization processes. This multifaced undertaking aimed at:

- a. Ensuring that ICCROM's organizational structure, workforce, and budget remain fully aligned with its core mandate and mission-critical functions.
- b. Safeguarding the Organization's long-term financial sustainability.

On 23 June 2025, at the 11<sup>th</sup> session of the Finance and Audit Committee (FAC), the Secretariat presented both the methodology and the scenarios. The analysis assessed:

- **Three strategic levers:**
  - a. Increase in Assessed Contributions.
  - b. Cost Optimization.
  - c. Organizational Efficiency and Effectiveness.
- **Two budget scenarios:**
  1. **Financial sustainability:** financial shortfall estimated between €500,000 and €700,000 per biennium.
  2. **Geopolitical risks:** financial shortfall estimated between €1,800,000 and €2,000,000 per biennium.

The Review has incorporated the following activities:

- A desk review of relevant internal and external documentation.
- A data analysis of financial, operational, and organizational indicators.
- Interviews with ICCROM unit managers.
- Consultations with international organizations and United Nations entities of comparable size or mandate.
- An examination of reform initiatives currently under way in other international and United Nations organizations.
- A review of the supporting information technology systems, including the feasibility study for integrated system as informed during the FAC09.
- A consultation process conducted among all ICCROM staff members through online survey.

### **Scenario 1 (gap €500,000-€700,000) – Financial sustainability**

Since June 2025, the Director-General introduced a set of measures designed to address the prevailing financial uncertainty, mainly capitalizing on the previously mentioned levers b and c, in detail:

#### *Lever b – Cost Optimization*

- Identification and implementation of various cost optimization measures, including the rationalization of information technology equipment costs and other operational cost-saving measures.

#### *Lever c - Organizational Efficiency and Effectiveness*

- A temporary freeze on all vacant posts funded under the Regular Programme.
- The renewal of fixed-term appointments funded under the Regular Programme (Assessed Contributions), subject to regular review of budget availability, financial forecasts, scenario planning and alignment with the critical requirements of essential programme delivery.

The savings deriving by the above-mentioned measures cover almost completely the envisaged budget gap of the Scenario 1, which therefore can be considered addressed and tackled.

### **Scenario 2 (gap €1,800,000-€2,000,000) – Geopolitical risks**

Geopolitical risks will result in a financial shortfall estimated between €1,800,000 and €2,000,000 per biennium. In such a context, a thorough review of cost-reduction opportunities and organizational efficiency and effectiveness is paramount. For the sake of consistency, the measures to be put in place under the foregoing budget scenario are presented per lever.

#### *Lever a – Increase in Assessed Contributions*

Two options are being considered:

- An overall increase in Assessed Contributions to tackle the budget shortfall deriving from geopolitical risks (around 22%) without the need to implement the other two strategic levers.
- A limited increase in Assessed Contributions through a Zero-Real-Growth option, which translates into an increase of about 5% in nominal Assessed Contributions; this limited increase in the nominal value of the contribution would very partially cover the budget gap and therefore will still require the implementation of the other two strategic levers in order to reach the targeted gap.

#### *Lever b – Cost Optimization*

A feasibility study on ICCROM's ERP (Enterprise Resource Planning) towards a more integrated system, as anticipated in point 5) of the 9<sup>th</sup> session of the FAC held on 16 May 2024, has been finalized by an external consultancy firm. The review aimed to identify opportunities to enhance agility, integration and more business-oriented solutions, while reducing infrastructural and transactional costs and improve efficiency of the ERP system, in light of the high costs of the current existing solution and its limited functionalities and features. The study confirmed the existence of valid and performing ERP solutions well suited for smaller-sized organizations, with possible yearly savings on running costs ranging from 20 to 40 per cent, depending on the adopted solution among the suggested ones, compared to current expenditures.

An additional analysis will explore the potential outsourcing of selected activities.

It should be noted that the outsourcing of transactional and low-value activities could provide ICCROM with a more flexible cost structure. Such an approach would enable the Organization to scale up during periods of increased workload (e.g. peak periods) and scale down when needs are reduced, while also promoting greater standardization in service delivery.

Other measures to enhance organizational efficiency and cost-effectiveness include the **optimization and streamlining** of a number **cross-functional activities**, such as IT services, premises maintenance, logistics, data management and customer relationship management.

#### *Lever c - Organizational Efficiency and Effectiveness*

In assessing opportunities to enhance organizational efficiency and effectiveness, a number of considerations are being implemented based on programmatic relevance and operational criticality (nice-to-have and must-have) of existing units and staff, including re-grading and re-profiling of some job posts.

Furthermore, on 27 August 2025, ICCROM launched a **Voluntary Separation Programme (VSP)** offering incentive packages to staff members opting for agreed terminations.

It is necessary to underline that some of the above-mentioned measures and savings, would be offset by one-off investment costs (for example the implementation, customization and training costs for the ERP transition) or one-time severance payments (with respect to the VSP), however in the medium-long term the Organization's sustainability would be enhanced.

### Conclusions and way forward

Considering the January 2026 announcement of the withdrawal from ICCROM of one of its major contributors, this geopolitical risk will create a liquidity gap of approx. €1,800,000-€2,000,000 as per anticipated Scenario 2 and will have a significant financial impact over the biennium 2026-2027. The measures identified under the levers under Scenario 2 will be therefore further implemented to ensure programme and operational sustainability within restrained financial and liquidity availability.