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Working Group of the Council on Strategic Orientations:

ICCROM Strategic Directions 2018-2023: Catalysing Change for Cultural Heritage

Heritage Conservation in a Changing World

(Reference Document)

ICCROM as a unique and specialized cultural heritage organization fulfils its mandate as an international, intergovernmental organization by serving its Member States and by pioneering new approaches to the conservation of cultural heritage worldwide. Continuing its outstanding training programmes, advocacy and dissemination of knowledge developed over the last sixty years since its founding, ICCROM will lead for change and expand horizons as it transforms its own outreach with new strategic directions. ICCROM will place emphasis on **Focusing on World Concerns, Creating a Diverse and Inclusive Global Network, and Strengthening/Transforming ICCROM for the Future.**

The next six years will be a time of transition for the organization as it addresses capacity building and information delivery opportunities for broader outreach in a time of profound world changes. In this context, cultural heritage will play an essential role in building peace and prosperity. Using its respected position and its strength of programmes and services, ICCROM can form partnerships with allied organizations, focus its training to underserved communities, raise standards for people-centered ethical approaches, and share its programmes with a much broader community.

ICCROM was created in the wake of the Second World War, in response to the mass destruction of cities and the pillaging of artworks and antiquities. Sixty years later, the world again faces increasingly severe crises – civil and regional conflicts, natural disasters and climate change, the mass displacement of people as refugees, whether internally or internationally.

As ICCROM was the answer sixty years ago, it is yet again today.

Emerging needs in the field call for an international institution with an unwavering commitment to and unparalleled expertise in cultural heritage preservation, with a rich network needed to provide value to Member States and beyond. ICCROM, noted for its training and advocacy programmes, believes that heritage conservation provides opportunities to recognize and embrace the rich and diverse values of humanity, contributing to tolerance and social cohesion.

I. ICCROM Strategic Directions and Objectives; 2018-2023

1. FOCUSING ON WORLD CONCERNS FOR CULTURAL HERITAGE

Objective 1: Protect Cultural Heritage in Times of Crisis:

Promote effective Disaster Risk Management Strategies in situations of conflicts, disasters and complex emergencies.

Objective 2: Support Africa's Cultural Heritage:

Develop training, capacity building and partnerships in keeping with strengthening Africa's conservation efforts.

Objective 3: Foster Emerging issues of Cultural Heritage and Conservation:

Provide innovative and effective responses to emerging issues, such as the interlinkages of nature/culture, and sustainable development.

2. CREATING A DIVERSE AND INCLUSIVE GLOBAL NETWORK

Objective 1: Lead and Innovate Capacity Building at Local, Regional and International levels:

Promote wider access, engage with new ways to deliver content and foster partnerships by addressing challenges and opportunities at all levels.

Objective 2: Enhance Community Engagement in Protecting Heritage:

Facilitate social inclusivity by addressing concerns of communities connected with cultural heritage in all ICCROM programmes.

Objective 3: Strengthen Awareness of Cultural Heritage and Conservation:

Raise the position of cultural heritage conservation within national and international policy frameworks.

3. STRENGTHENING AND TRANSFORMING ICCROM FOR THE FUTURE

Objective 1: Strengthen the Foundations of ICCROM:

Reinforce ICCROM's position with other international organizations, expand partnerships and increase the number of Member States.

Objective 2: Increase the Impacts of Service Delivery and Visibility of ICCROM to Member States and Heritage Communities:

Maintain credibility, responsiveness, and promotion of ICCROM's achievements worldwide, highlight the role of ICCROM in activities, and increase the donor base for funding relevant and time-sensitive programmes.

Objective 3: Modernize and Invest to Assure an Effective and Efficient Organization:

Ensure that the investment in human and financial resources gives added value and that management and information systems provide for improved performance and accountability. Utilize the best means of electronic and

media delivery to increase the effectiveness of training and outreach for the organization.

II. Challenges and Opportunities

The environment of cultural conservation has changed drastically in the past sixty years. The unprecedented pace of innovation in science and technology has witnessed incredible advancements, particularly in information and data production. The digital revolution has brought new forms of heritage and new knowledge assets, offering huge opportunities for the democratization of knowledge and the achievement of development goals. This means that there is an opportunity to expand our audiences and to transform how and where our activities are delivered. It also means that we are more aware of the damage done to heritage resources due to natural and man-made disasters. There is a desperate need to assist our Member States with these crises. A particular emphasis has been called by the General Assembly 2015 to strengthen ICCROM's actions to protect cultural heritage in Africa.

And then the very definition of cultural heritage has also shifted. Traditional conceptions of heritage (monuments, sites, museum collections) have evolved towards a greater inclusivity of ideas, forms and materials. Heritage is now seen as valuable for shaping societies at all levels. The linkage of nature and culture to include historic areas where people live as well as historic urban landscapes will be a strong new direction for ICCROM, consistent with the partnerships of its allied organizations such as IUCN, ICOMOS, and UNESCO committees.

ICCROM is transforming to meet the requirements of this shifting landscape. By focusing on what matters most – vision, innovative programming, leaner operations, managing for results – ICCROM will further its reputation as an international world reference in cultural heritage conservation and as an ally for those on the frontlines of conservation.

Mission and Vision

ICCROM, as a world-class organization, harnesses the power of cultural heritage to make the world a better place to live. By empowering all Member States to preserve their cultural heritage, ICCROM contributes to the environmental, social and economic sustainability of communities. By integrating both natural and cultural heritage sites into a holistic approach, ICCROM is in a strategic position to implement best practices and to follow international criteria and standards with shared responsibility consistent with United Nations policies, goals and objectives. ICCROM is well positioned to take a leadership role in collaborating with major decision-making organizations to protect cultural heritage in the face of global change, both addressing the slow decay of properties as well as managing rapid or unexpected changes.

ICCROM's mission is to provide Member States with the best tools, knowledge, skills and enabling environment with which to preserve their cultural heritage in all of its forms, for the benefit of all people. It achieves this by:

- Studying and promoting cultural heritage conservation;
- Mobilizing, providing and coordinating expertise to address critical issues of conservation;

- Providing the training and research tools for implementation to strengthen the professional community.

ICCROM's vision is for a world in which cultural heritage – its preservation, protection and celebration – is inextricably linked with notions of progress, inclusivity, well-being and stability.

Core Values

Sixty active years in the field of cultural heritage conservation worldwide have shaped ICCROM's core philosophy and values. Though times may change, these values remain the framework for the organization's way of working and are based on the following key concepts:

Neutrality – ICCROM strives to ensure that its objectives and activities will transcend agendas and partiality. This is especially important at a time when cultural heritage is increasingly the target of political, religious and ideological movements.

Inclusivity – When considering conservation issues, ICCROM ensures that all stakeholders are identified and included. Moreover, ICCROM embraces all types of heritage and is inclusive of ideas and knowledge, integrating a broad range of disciplines and concepts into its work.

Diversity – ICCROM embraces and promotes diversity in its approach to conservation and knowledge sharing, its respect for the different forms, types and ideas of heritage, and its appreciation for the diversity of people and culture.

Accessibility – ICCROM is approachable and non-elite. It is committed to making knowledge openly accessible and strives to ensure that all regions of the world are served.

Flexibility – ICCROM is able to adapt a variety of contexts and respond quickly to the needs of Member States in response to emerging cultural heritage issues.

Accountability – ICCROM is reliable and responsive to the needs of Member States and partner organizations. At the same time, it takes responsibility for its actions, setting high performance expectations for the quality of its work and the results it achieves.

III. Strategic Approach

The Strategic Directions will be in place for a six-year period. Every two years, ICCROM will prepare a Programme of Work and Budget (PWB) for a results-based set of outcomes for each Biennium. Those budgeted activities will be informed by these adopted Strategic Directions.

Prepared by the Strategic Directions Focus Group and the Bureau; adopted by the 87th Council, November 10, 2016 with selected minor edits in January-February 2017.