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Report on Implementation 2017

(For information)

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Message of the Director-General

Dear colleagues and friends of the ICCROM community,

It is with pleasure that I address to you this report of the many activities ICCROM has undertaken worldwide over 2017.

ICCROM has been involved in training, conferences and advocacy activities in many countries, strengthening partnerships and collaborations with key institutions such as UNESCO, and receiving important contributions from Member States such as the United Arab Emirates to support conservation in the MENA region and the Republic of Korea to carry forward capacity building activities in Asia. Our research, knowledge and communications activities remain strong, leveraging ICCROM's professional and institutional profile as a vital reference point for sharing and building on conservation information. Our participation in cultural diplomacy activities has moved forward, and we've made good use of ICCROM's appreciated and authoritative voice to advocate for heritage, for its role in society and for communities, and for the best preparation of those who steward it.

This year of 2017 is the final year of my mandate as Director-General of ICCROM, and this message is an opportunity to reflect on the further measures I've pushed hard for to transform the organization, strengthening it to address changing needs and future challenges. ICCROM's transition to new leadership from 2018 will reinforce the background work we've done over this biennium.

Over six years I've worked hard to restructure the financial tools and structures of the Organization in such a way that gives assurance that ICCROM is at par with other United Nations and international organizations. We've reduced the fragility of ICCROM's economic and financial situation by assessing and implementing several possible ways to stabilize the Organization.

After discussion with the Council and Member States, we've engaged ICCROM's profile on two levels:

- Internationally, by promoting recognition of ICCROM's mandate, philosophy and spiritual principles
- Nationally, by leveraging and honouring individual Member States who have seen fit to support ICCROM by expanding the organization and its programmes.

ICCROM is expanding together with UNESCO, which as a partnership body supports ICCROM's identity as an intergovernmental organization and strengthens its development. ICCROM aligns itself strongly with UNESCO, also in terms of our messaging on the importance of culture and heritage in today's world.

An updated framework to support ICCROM's move into the future is being provided by new tools including:

- Collaborative projects that depend on extraordinary contributions from single Member States to provide international or regional conservation development projects of common interest – these outside the normal Member State contributions
- Developing pooling mechanisms that permit contributions from multiple Member States as well as private donors and foundations for shared projects.

These tools make ICCROM's action sustainable, with the understanding that new projects are likely to be transnational – not bilateral actions where only one Member State is contributing, but instead multilateral actions.

A vital step has been to ensure that the activities in our Programme of Work and Budget (PWB) 2018-2019 are specifically linked to Sustainable Development Goals (SDG), so we can directly measure the impact we have as an Organization. Linking culture and care for heritage to the SDGs is key to ICCROM's future, and to our future efforts for fundraising success with donor organizations that support sustainable development worldwide. We're willing to go hand in hand with UNESCO in an effort to adhere to the SDGs more dynamically.

ICCROM is branching into a new positioning beyond technical restoration issues, and this requires recognizing its role in cultural diplomacy. This constitutes an enlargement of ICCROM's mandate and also essential changes on the level of the DNA of the organization. This includes ICCROM's financial DNA – that we are an institution with no debt, a prerequisite for resource mobilization, and that we are also a financial structure that is reliable, credible and sustainable with quality assurances. Through the new tools being put in place, ICCROM is becoming an ideal partner organization to receive contributions and maximise their use, because we can interact with donors in a credible way.

This role in cultural diplomacy in fact reinforces a role ICCROM has had since its inception, that of encouraging dialogue between stakeholders and Member States. ICCROM has traditionally been a meeting point where challenges and solutions can be discussed and addressed openly in a spirit of cultural diversity, one that spurs international collaboration and promotes social inclusiveness, especially in cases of shared heritage.

ICCROM is open to all possible collaborations, and it has been my focus and intent to share knowledge and opportunities with the sector, maintaining an official profile and yet in a spirit of humility and openness. In a constantly changing world, the principles of ICCROM, the ethics of the conservation profession, remain constant. It is vital always to remember and return to these principles.

Stefano De Caro

Training

Training workshop on preventive conservation held in Teheran

The first International Training Workshop on the Museum Environment and Preventive Conservation held in Tehran, from 8 to 12 January 2017, gathered 34 museum professionals from six countries. The Research Centre for Conservation of Cultural Relics (RCCCR) and ICOM-Iran organized the workshop in collaboration with ICCROM. Held at the National Museum of Iran, the meeting aimed to introduce preventive conservation, strengthen regional collaboration and build a professional network able to ensure protection of heritage collections.

RE-ORG Nigeria is launched with US support

In February 2017, the US Ambassador to Nigeria, W Stuart Symington, awarded a \$116,000 grant to launch RE-ORG Nigeria in a partnership between ICCROM, the Nigerian National Commission for Museums and Monuments and Ahmadu Bello University in Zaria. Thirty-nine projects received this Ambassadors Fund for Cultural Preservation grant, among them Re-ORG Nigeria, one of six projects selected from Africa. ICCROM has spearheaded RE-ORG Nigeria in partnership with the National Museum of Jos, one of the richest museums in Nigeria with a collection of over 20 000 objects and a staff of 130. The local team of 15 curators and conservators laid the groundwork for the main RE-ORG training workshop, which took place in June and involved nine key museums across the country.

Out of storage with the Geneva Ethnographic Museum

The Geneva Ethnographic Museum (MEG) hosted a RE-ORG workshop on 1-2 February 2016. The collection – one of the largest in Switzerland with more than 70,000 items – will be transferred in 2018 to a shared storage facility. To prepare for the move, museum curators and administrators worked with ICCROM to adopt the RE-ORG method developed by ICCROM and the United Nations Educational, Scientific and Cultural Organization (UNESCO). They leveraged this methodology to improve the MEG collection's use and access potential, while ensuring its long-term preservation.

RE-ORG in Chile 2018

On 13 March, more than 200 Chilean heritage professionals attended a public lecture by Gaël de Guichen entitled Storage – a priority location to enliven museums, at the Centro Nacional de Conservación y Restauración (CNCR) in Santiago, Chile. This event marked the launch of the Chilean RE-ORG strategy, which will be implemented over 2017-2019. RE-ORG Chile is an initiative of Direction of Libraries, Archives and Museums (DIBAM) and CNCR.

On 13-17 March, seven conservators from CNCR and three collection managers from DIBAM participated in a RE-ORG mentor training workshop. They learned the essentials of RE-ORG, along with communication and team-building skills. The workshop took place at the Museo de la Educación Gabriela Mistral. The next project phase includes selecting museums to participate in the national workshop, along with preparing the workshop programme and the mentoring strategy for 2018.

Capacity Building for Disaster Risk Reduction of Heritage Cities in Southeast Asia and Small Island Developing States in the Pacific

On 5-6 April, UNESCO Office in Jakarta, Ritsumeikan University in Kyoto, and ICCROM held an inception workshop in Penang, Malaysia to support disaster risk reduction and planning for heritage professionals in Southeast Asia and the Pacific. Twenty-four course participants from three countries attended. The project aimed to build capacity for disaster risk reduction in heritage cities, develop disaster risk reduction strategies, and integrate them into overall heritage management plans. Participants were expected to formulate disaster risk reduction strategies within one year of the workshop.

RE-ORG Nigeria in action at the Jos Museum

One day after an impressive celebration of International Museum Day on 18 May, Nigerian professionals from ten national and two university museums convened in Jos to participate in a two-week RE-ORG workshop at the Jos Museum. This activity is the core element of the RE-ORG Nigeria programme, a joint initiative of the National Commission for Museums and Monuments, the Ahmadu Bello University and ICCROM, generously funded by the Ambassador's Funds for Cultural Preservation.

Out of the 22 000 objects in storage, there are now more than 4 000 objects, including an exceptional collection of Nok figures, that are currently overcrowding the storage alleys and requiring proper storage space. Participants estimated collections space needs, planned and visualized the floor plan, and implemented the necessary changes to ensure the long-term preservation and access of the collections. Afterwards, participants and their project mentors led the subsequent phase of the national plan to apply the RE-ORG method in each of their museums. A next encounter and evaluation seminar is planned for early December 2017.

Course Report – Linking Nature and Culture, Røros Mining Town

From 6-16 June, the International Course on Linking Nature and Culture in World Heritage Site Management took place at Røros Mining Town and at the Circumference World Heritage Site in Norway. This ground-breaking course is a key component of the new World Heritage Leadership programme developed by ICCROM, International Union for Conservation of Nature (IUCN) and the Norwegian Ministry of Climate and Environment. ICOMOS and UNESCO World Heritage Centre implement the course, with additional financial contributions from the Swiss Federal Office of Culture.

Over ten intensive days, 20 participants representing 20 countries shared their experiences and worked with international resource persons through four modules. They covered topics from the evolution of conservation concepts to the techniques and tools used in managing heritage sites.

This course was the first major activity of the World Heritage Leadership Programme (WHLP) and brought together practitioners and resource persons from both cultural and natural heritage sectors. The WHLP is aimed at fostering good conservation and management practice as a catalyst to broader knowledge creation; generating new learning resources and improvements in international heritage policy; promoting the nature-culture-people linkage in managing heritage sites; and securing a more dynamic role for heritage in wider sustainable development.

Summer School on Communication and Teaching Skills

By innovating and using effective modalities to teach conservation and science, common challenges can be seen through a new lens, and learning can be moved from the laboratory to the everyday world. To that end, ICCROM's third instalment of the International Summer School on Communication and Teaching Skills in Conservation and Science, held from 10- 21 July 2017 in Rome, gathered 26 conservation professionals from 25 countries and a range of professional backgrounds. They investigated alternative approaches to teaching and learning about conservation and science, while examining existing practices in the field. The Summer School was both an opportunity for intercultural exchange with experts from across the globe as well as a chance to reflect on the best means to transfer knowledge of conservation to others.

Sustaining Sound and Image Collections (SOIMA 2017)

From 9-23 July 2017, the 2017 Sound and Image Collections Conservation (SOIMA) International Course on Sustaining Sound and Image Collections gathered 17 participants from 12 countries at the Institute of African Studies and the J.H. Kwabena Nketia Archives at the University of Ghana in Accra, Ghana. The aim was to exchange knowledge on sustaining sound and image heritage. During the intensive course, participants discussed what audiovisual heritage is, why it should be preserved, and how can it can be used for creative purposes. A case study at the J.H. Kwabena Nketia Archive, founded to study the vibrant oral heritage of Ghana, provided a focused learning opportunity, and a field recording exercise gave participants hands-on experience in capturing audio and video recordings of Ghanaian music and dance groups.

ICCROM conceived of the course in collaboration with the Institute of African Studies and in cooperation with the Netherlands Institute for Sound and Vision, Ghana's National Film and Television Institute (NAFTI), International Council on Archives (ICA), and International Association of Sound and Audiovisual Archives (IASA).

On 21 July, ICCROM and the Institute of African Studies of the University of Ghana and their collaborators, held a public symposium entitled "Sound and Image Heritage: for Creativity, Peace and Development." Eight speakers from five countries shared their views on the importance of sound and image heritage for creating jobs, promoting peace, and contributing to a creative society.

RE-ORG Croatia, Ethnographic Museum, Zagreb

In July, the RE-ORG Croatia project was launched with a three-day RE-ORG "Training of Trainers" workshop for five Croatian professionals. On this occasion, Gaël de Guichen gave a public lecture on RE-ORG attended by 76 colleagues, including representatives from of the Ministry of Culture and the City of Zagreb.

In November, a two-week RE-ORG workshop was given in collaboration with the ICOM National Committee for Croatia. The Ethnographic Museum in Zagreb opened its storage areas to be reorganized by the workshop's 26 participants – 21 from Croatian museums and 5 from Slovenian museums. Steps included creating a temporary localization system, freeing the storage corridors and furniture from non-collection objects, and regrouping collections dispersed in various rooms or on different floors. The teaching team included RE-ORG mentors from Croatia, Serbia, and Slovenia.

RE-ORG Croatia is organized by ICCROM in collaboration with ICOM SEE – International Council of Museums South East Europe Alliance, the City of Zagreb, and the Croatian Ministry of Culture.

Introduction to Preventive Conservation for Museum Collections for Iraq

From 9-16 July 2017, the ICCROM-ATHAR Regional Office, in cooperation with the UNESCO Office for Iraq and the State Board of Antiquities and Heritage (SBAH) in Iraq, launched a training course, “Introduction to Preventive Conservation for Museum Collections”. Twenty-two specialists and employees of the State Board of Antiquities and Heritage (SBAH) in Iraq participated in this course located in Amman, Jordan. Participants were introduced to the basic concepts and tools of preventive conservation for museum collections, whether on display or in storage, with a focus on the Iraqi context. The course provided a systematic approach to assess, prevent, eliminate or reduce risks to collections, using locally available resources. A hands-on component is included, through visits to Jordanian museums. Course activities also included lectures, group exercises and discussions, as well as presentations by participants.

Management and Monitoring of World Heritage Sites in China

The cultural landscape of Honghe Hani Rice Terraces were the site of the Course on Management and Monitoring of World Heritage Sites with special reference to China, held from 14-25 August. Nineteen participants from ten countries learned about current thinking, trends and approaches to managing cultural World Heritage properties, focusing particularly on monitoring. ICCROM and the Chinese Academy of Cultural Heritage organized the course at the invitation of the State Administration of Cultural Heritage (SACH) for professionals working at World Heritage properties in China, and for international participants selected by ICCROM and funded by SACH.

Japanese Paper Course Closes

The 2017 Japanese Paper Conservation (JPC) course was held from 28 August to 15 September. The course offers a holistic look at Japanese paper and traditional conservation techniques for ten conservation professionals from ten ICCROM Member States. Participants gained insight into Japanese paper-mounting and materials such as Japanese paper, adhesives, including wheat starch paste, and into the principles of caring for such collections in Japan. Course participants reflected on protecting the craft techniques required for conservation, such as paper- and brush-making techniques, and assessed the applicability of the Japanese approach, materials and techniques to non-Japanese cultural heritage. The Japanese heritage authorities at Tokyo and ICCROM have organized the JPC course annually since 1992.

Putting people at the heart of conserving nature and culture – Promoting People-Centred Approaches to Conservation

From 10-20 October 2017, 22 participants from 21 Member States explored the challenge of putting people back at the centre of conservation. The aim of the People-Centred Approaches (PCA) course has been to strengthen practitioners’ understanding of communities as a core component of heritage management, and to ensure that natural and cultural heritage has a dynamic and mutually beneficial role in society today and into the future. Travelling the length of Italy – from Naples via Rome to Trento – course participants shared experiences from both the cultural and natural heritage sectors, learning from each other and from those actively involved with communities and heritage.

Now in its third edition, this course was recently integrated into the new World Heritage Leadership programme, which emerged in response to growing concerns over the divide between nature and culture. ICCROM programme partners include IUCN, the Norwegian Ministry of Climate and Environment, and the Federal Office of Culture, Switzerland; course partners included Herculaneum Conservation Project, MuSe, Museo delle Palafitte del Lago di Ledro, Parco Archeologico di

Ercolano, Provincia Autonoma di Trento, Trento School of Management, and UNESCO Dolomites Foundation.

CollAsia: Packing and Storing Objects and Collections – Tradition and Modernity

The National Research Institute of Cultural Heritage (NRICH) of Korea hosted the international ICCROM CollAsia course on Packing and Storing Objects and Collections – Tradition and Modernity in Daejeon, Republic of Korea, from 11- 25 October 2017. The course involved 24 professionals from 16 countries with different backgrounds in heritage conservation, who explored the packing, storing and retrieval of objects in collections, taking a fresh look at material and social issues from both traditional and modern perspectives. The goal was to improve scientific literacy and critical thinking among the range of professionals caring for Southeast Asian heritage collections. The course focused on the scientific principles underlying past and present systems, materials and work practices of manufacture, use and care of packing, and storage solutions. Participants were encouraged to share traditional collections conservation practices in their countries.

The course marked the fifth anniversary of the agreement between Cultural Heritage Administration (CHA) Korea and ICCROM. The activity also benefited of the collaboration of the National University of Cultural Heritage (NUCH) and the National Palace Museum, Seoul, Republic of Korea.

International Course on Stone Conservation – SC17

The 20th International Course on Stone Conservation – SC17, was planned in Mexico City and Chicanná (Campeche), Mexico from 9 October – 8 December 2017. The course, which has been prepared but postponed to 2018 following Mexico's September earthquake, aims to improve the practice of stone conservation internationally. Up to 20 participants will be provided with a holistic understanding of the decay and deterioration of stone, effective conservation methodologies, and a practical understanding of repair methods and long-term management strategies. ICCROM and INAH are the course partner institutions for this 20th Stone Course edition.

Introduction to Documentation and Conservation of Built Heritage in the Arab Region

The ICCROM-ATHAR Regional Office developed a refresher course programme for 2017, Introduction to Documentation and Conservation of Built Heritage in the Arab Region. Composed of five course modules, the programme focuses on the professional development of institutions and individuals who care for cultural heritage. Five, one-week training modules, held at the ICCROM-ATHAR Regional Conservation Centre in Sharjah, UAE, addressed Architectural Documentation for Cultural Heritage (21-25 May, 13 participants); Conservation of Stone and Mortar (10-14 September, 20 participants); Structural Conservation (1-5 October, 13 participants); Principles of Conservation and Management of Historic Sites (8-12 October, 13 participants); and Conservation of Earthen Architecture (5-9 November, 21 participants). Theoretical concepts, principles and scientific techniques were paired with site visits and case studies to field projects. Participants also presented case studies of urban conservation in Aleppo, Syria, and Zabeed, Yemen, and heard about a project for Cairo's community engagement by an NGO called Al-Athar Lena (Heritage is Ours). The course was given in partnership with the Sharjah Institute for Heritage, and under the Patronage of H.H. Sheikh Dr Sultan bin Mohammed Al Qassimi, Member of the Supreme Council and Ruler of Sharjah.

Workshop on Conservation Projects in Conflict Zones – External Fund Application

From 22-23 March 2017, the ICCROM-ATHAR Regional Office and the Prince Claus Fund (PCF) organized a workshop on project funding applications for cultural heritage protection in conflict zones,

with the support of the American Embassy to Libya (currently in Tunis). The Tunis-based workshop was attended by professionals from Libya, Iraq and Yemen who had expressed need for such support. After project presentations and a review of selection criteria, the ICCROM-ATHAR Regional Office agreed to provide consultation and technical support on project application forms post-meeting in collaboration with stakeholders, especially those in Libya. This workshop also provided the opportunity to meet with Arab League Educational, Cultural and Scientific Organization (ALECSO) partners and explore collaboration in the observatory project utilising the GIS Lab.

Twelfth International Training Course (ITC) on Disaster Risk Management of Cultural Heritage

Cultural heritage is increasingly exposed to disasters caused by natural and human-induced factors that affect monuments, archaeological sites and historic urban areas, as well as museum collections and heritage objects in active use. Appropriate measures are needed to reduce disaster risks, while the limited availability of human and financial resources calls for closer coordination between disaster response professionals and institutions dealing with heritage sites, museums and external agencies. The ITC course held from 28 August – 16 September in Kyoto, Kobe and Kumano, Japan provided 11 participants from 10 countries with an overview of disaster risk management of cultural heritage. It included interdisciplinary training that taught participants to carry out integrated risk assessments and develop systems for managing and coping with disasters. They also learned about integrating disaster risk management plans for cultural heritage into local, urban and regional plans; practical tools (e.g. cost benefit analysis, value assessment, budgeting and communication methods); and the need to reinforce the international scientific support network nationally and regionally.

The Institute of Disaster Mitigation for Urban Cultural Heritage, Ritsumeikan University organized the course in cooperation with UNESCO, ICCROM, ICOMOS/ICORP, and ICOM, and with support from the Japanese National Institutes for Cultural Heritage (NICH).

Training Course on Cultural Heritage Protection in the Asia-Pacific Region 2017: Preservation and Restoration of Wooden Structures

Wooden structures in the Asia-Pacific region are of great value, and they require proper investigation, analysis and preservation by heritage professionals to safeguard them for future generations. This training course held from 29 August – 28 September in Nara, Japan offered 15 course participants from 14 countries a range of skills-based techniques for wooden structure recording/documentation and analysis, preservation and restoration, maintenance and use, and risk management. This course was jointly organized by the Agency for Cultural Affairs, Japan (Bunkacho); Asia-Pacific Cultural Centre for UNESCO (ACCU); International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM); and National Research Institute for Cultural Properties [Tokyo and Nara]. Also collaborating on the course were the Japanese Association for Conservation of Architectural Monuments (JACAM), Japan Consortium for International Cooperation in Cultural Heritage (JCIC-Heritage) under the auspices of Japanese National Commission for UNESCO, Nara Prefectural Government, and Nara City Government.

Wooden architecture conservation and restoration

The training course on Wooden architecture conservation and restoration was held from 11- 30 September on Kizhi Island and Petrozavodsk, Republic of Karelia, Russian Federation. Eighteen course participants from fifteen Member States learned about Russian wooden architecture and carpentry traditions, and were trained in wooden architecture monitoring and maintenance. The goal was to become competent – in knowledge and practical skills – in traditional and modern wooden architecture restoration techniques. This intensive course combined theoretical and practical sessions

with participation in restoration projects at the Kizhi Open Air Museum, Kizhi Pogost World Heritage Site in Karelia, Russian Federation.

The Kizhi Open Air Museum organized the course in collaboration with ICCROM, the Petrozavodsk State University and UNESCO Chair of Wooden Architecture Research and Preservation, the Ministry of Culture of the Republic of Karelia, and the Ministry of Culture of the Russian Federation.

Capacity Building Workshop on Nature-Culture Linkages in Heritage Conservation in Asia and the Pacific

From 15- 26 September, 21 course participants from 19 countries gathered in Tsukuba, Japan to explore nature-culture linkages in sacred landscapes. They explored comprehensive approaches that consider the cultural values of natural areas and the cultural practices of sacredness as tools for conserving cultural and natural heritage. Together, participants strengthened their theoretical knowledge of sacred landscapes, and the relevance of those landscapes in connecting conservation practices between natural and cultural heritage professionals. They exchanged with local managers and residents in sacred areas and sites; reflected on nature-culture linkages and on natural and cultural values in sacred landscapes; and helped establish networks among heritage practitioners in the region. Participants also elaborated recommendations for conserving sacred landscapes in Asia and the Pacific following a nature-culture approach.

The course was organized by the World Heritage Studies and the Certificate Programme on Nature Conservation (CPNC) at the University of Tsukuba, in cooperation with UNESCO World Heritage Centre, IUCN, ICCROM and ICOMOS.

Knowledge

A New EU Alliance for Cultural Heritage

On 29-31 March, ICCROM participated in planning meetings in Florence, Italy for the E-RIHS project for heritage science in collaboration with Consiglio Nazionale delle Ricerche (CNR) and other institutional partners. E-RIHS is a pan-European distributed research infrastructure, with laboratories and research units aggregated in national nodes and regional hubs. It offers expertise and use of state-of-the-art instrumentation, innovative investigation methodologies and access to scientific data. The E-RIHS consortium includes institutions from 15 EU member countries and Israel, and is led by CNR. Researchers from the humanities, natural sciences and engineering (art historians, archaeologists, architects, paleo-anthropologists, restorers, curators, computer scientists, chemists, physicists) are thereby uniting to develop the emerging discipline of heritage science. The European Commission approved ca. 4 million Euros to help establish E-RIHS. ICCROM's participation is intended to build on the work of its 2013 Forum on Conservation Science. It takes an active role in E-RIHS by extending the network's reach to countries outside the European Union, with the vision to transform E-RIHS into a global research institution.

Promoting photographic collections – exhibition in Rome

The ICCROM Archives participated in two initiatives positioning photographs as key elements of culture. On 16 May, a photographic exhibition “Alfabeto Fotografico Romano,” was inaugurated at Palazzo Poli (Fontana di Trevi) in Rome. The exhibition, organized by Istituto centrale per il catalogo e la documentazione (ICCD) and Istituto centrale per la grafica, gathers a selection of significant photographs held in the archives of 30 Rome-based cultural institutions. The ICCROM Archives is also represented in a census of photographic collections and archives in Italy made available online on 20 May. The census, coordinated by the Istituto centrale per il catalogo e la documentazione (ICCD) with Camera – Centro italiano per la fotografia and with the support of Direzione generale per l'arte e l'architettura contemporanea e periferie urbane, aimed to identify institutions that host significant photograph collections. This dedicated web portal is a unique access point for sharing, consulting and studying photographic collections; facilitating policies for its protection and enhancement; and enhancing the visibility of individual archives, especially those with limited resources.

Heritage Science: Mora Sample Collection

ICCROM holds a valuable collection of material samples donated by Paolo and Laura Mora, internationally renowned conservators involved in coordinating ICCROM's Mural Painting Conservation course along with numerous technical missions and campaigns. The Mora collection is composed of around 1,400 material samples (fragments of mural paintings, plaster, stone, ceramics, etc; cross as well as thin sections) from heritage sites in 32 countries where, in many cases, the taking of samples is nowadays prohibited. Today these samples could be reused applying non-destructive analysis techniques. In June, a request for proposals was launched to rearrange, describe and properly rehouse the collection to have a global overview of the samples, guarantee their safety and security, and make them accessible and useful to a wide community of researchers. The proposal review is ongoing through 2017 with the project start foreseen for 2018.

Seminar on Historic Cities of the Gulf Post-Oil Period

From 10-11 May 2017 in Sharjah and Dubai, UAE, ICCROM-ATHAR Regional Office organized a symposium, “Post-Oil Gulf Historic Cities,” in cooperation with the Government of Sharjah and the Department of Architectural Heritage and Archaeology of Dubai Municipality. This event aimed to analyze the unique and accelerated urban evolution taking place in historic cities in the Gulf region, driven primarily by oil production and economic liberalization. The symposium analyzed the development and growth of these cities and compared them with others around the world without oil resources. This allowed for an assessment of how oil influences the advancement of development, growth and prosperity. Participants provided their own visions for preserving the importance of cultural heritage in a pre-oil era followed by development. Publication of the seminar proceedings is foreseen.

Designing for Research Impact

In 2017, ICCROM coordinated and participated in a series of events that developed themes related to heritage science, research and conservation. The first was the 29-31 March International Workshop Towards a European Research Infrastructure for Heritage Science in Florence, Italy, inaugurating the E-RIHS project for heritage science. ICCROM also participated in the E-RIHS PP (Preparatory Phase) Kick-off Meeting and the E-RIHS PP Steering Committee meeting in its capacity as a permanent observer. The workshop was a side event to the G7 Culture meetings in Florence. ICCROM’s Director-General, Stefano de Caro, outlined his vision for a global Heritage Science infrastructure, while delegates from Belgium, France, Germany, Greece, Portugal and the United Kingdom presented their countries’ initiatives to establish national nodes for E-RIHS. Specifically, they discussed laboratories and research units aggregated in national nodes and regional hubs that offer expertise and use of state-of-the-art instrumentation, innovative investigation methodologies and access to scientific data.

ICCROM coordinated a workshop during the 3rd International Conference for Science and Engineering in Arts, Heritage and Archaeology from 19-20 June 2017 at the University of Brighton, United Kingdom. The workshop focused on aspirations for inclusive research design and how to put them into practice. The sessions explored what makes research impactful and how that is achieved, including the generation of non-academic impact. They also explored diversity and the building of strong collaborative partnerships beyond academia for heritage research and preservation. Panelists, who came from University College London, University of Brighton, National Trust and BBC Radio 4, and ICCROM, shared perspectives on the current role of research, their vision for heritage science, and pragmatic goals for more relevant and impactful knowledge production and sharing in the future.

On 28 August, ICCROM presented at the annual summer doctoral school organized by the School of Forensic Science and Criminology, University of Lausanne, Switzerland, covering themes including perceptions of research impact; enablers and impediments to research participation; open science and inclusivity in research processes; engaging stakeholders in research; diverse expectations of research collaboration; and modes of sharing knowledge. The lecture highlighted points of commonality between heritage and forensic sciences, and proved a highly useful exploration of an adjacent science field with many points of overlap with Heritage Science.

On 7-8 September 2017, ICCROM attended the UNESCO Expert Workshop on Measuring Culture for the SDGs, held at UNESCO Headquarters in Paris. This large workshop comprised around 50 experts in the fields of culture, tangible and intangible cultural heritage, cultural economics and statistics. Participants explored the current lack of data and indicators regarding culture, and the pressing need for the cultural sector to provide evidence of its contribution to sustainable development – an important future focus for all IGOs working on culture. ICCROM and UNESCO are collaborating on this through UNESCO’s Culture for Development Indicator Suite framework and through ICCROM’s upcoming Tracking Trends programme.

ICCROM attended and co-organized the “Think tank meeting on supporting heritage practice as a strategic priority within research,” on 28-29 September at the Lithuanian National Commission for UNESCO, Vilnius, Lithuania. The gathering explored ways to improve the visibility and impact of projects funded by the Joint Programming Initiative for Cultural Heritage and Global Change (JPI CH). ICCROM presented evidence from its own research to assess the current state of the heritage science sector and its research impact. ICCROM is also co-preparing a statement summarizing the meeting’s findings and recommendations for circulation amongst JPI Country Members and ICCROM’s professional network.

Peter Rockwell Donation

In September 2017, Mr Peter Rockwell, noted sculptor and specialist in historic stone carving, made a significant donation of books and photographic documentation to the ICCROM Library and Archive. These materials were gifted on the occasion of Rockwell’s return to the United States after over five decades residing in Rome. They are intended by Rockwell to support the research of ICCROM’s community of conservation scholars and professionals.

The donation included five linear meters of publications in English, Italian, and German that constitute a reference collection on stone-working techniques, documentation of stone work particularly in Europe and South Asia (Pakistan and India), and art history. The photographic collection comprises ca. 30,000 colour slides and prints, spanning from 1975 to 2005. Classified by historic period, the collection depicts stone carving techniques, quarries, and restoration workshops, and also documents Rockwell’s own work.

RFI for Digital Library

A Request For Information (RFI) was carried out from March-May 2017 to prepare for the new Digital Resource Sharing Platform in the spirit of the IFLA-UNESCO Manifesto for Digital Libraries. Eleven companies were invited to respond to the RFI, based on online projects they designed that demonstrated innovation, elegance and utility, with a strong focus on developing a community of users. Of these, four companies replied with substantive information to guide development of the planned platform. This development process will continue in 2018.

BCIN collaboration – a possible home in Italy?

Over 2017, ICCROM has worked with the Bibliographic Database of the Conservation Information Network (BCIN) network of conservation institutions to propose a future home for BCIN in Italy. ICCROM is a founding member of BCIN and contributes the largest number of bibliographic records to that resource – currently over 100,000 in a network that shares some 200,000 bibliographic records for the study of the conservation profession. Though the current BCIN system and interface hosted in Canada has served the conservation community well for many years, it needs to be migrated to an updated platform, preferably Open Source, to provide more modern functionalities. ICCROM has submitted a technical and economic proposal to host the BCIN database in Rome, in an envelope making use of Open Source VuFind technology. The envelope will offer an easy-access portal that permits partners to consult and track usage statistics. The proposal is currently under consideration by the BCIN governance board.

Library operations

From January through October 2017, the ICCROM Library maintained normal operations, including reading room service (1 111 researchers received), acquisitions (772 books and periodical issues

accessioned) cataloguing (1 502 catalogue records created), email reference (94 email requests replied to) and document delivery (171 document orders filled). Additionally, work was begun to develop library services at the ICCROM-ATHAR Regional Conservation Centre, including acquisitions and cataloguing for a core collection at the Centre, and the development of a catalogue interface in Arabic. This project will be ongoing into 2018.

Archive operations

From January to October 2017, the ICCROM Archive carried out records management for active and semi-active digital records, and undertook accessioning, inventory, and preservation activities with ICCROM's historical records. The Archives received 15 external researchers, and managed 85 requests for documents, including drawings, images, audiovisual materials and material samples.

InterPARES

Throughout 2017, the Archive has been involved in a project on “The impact of the Italian legal framework for cloud computing on electronic recordkeeping and digital preservation system,” within the framework of the International Research on Permanent Authentic Records in Electronic Systems (InterPARES) Trust. The project is carried out in collaboration with Italian InterPARES Trust partners, such as The Sapienza University of Rome – DigiLab, University of Udine, Regione Toscana, Regione Emilia Romagna, and the Italian Securities and Exchange Commission.

Knowledge – Publications

Prioritizing Preservation using the Risk Management Approach

The ABC Method – A risk management approach to the preservation of cultural heritage (English and French) and *A Guide to Risk Management of Cultural Heritage* (English and Arabic)

Thanks to investigations of risk management in other fields such as health and finance, and to over a decade of international training and case studies, ICCROM and CCI have developed an innovative methodology now available for free download in two complementary publications: *The ABC Method – A risk management approach to the preservation of cultural heritage* and *A Guide to Risk Management of Cultural Heritage*. The *ABC Method* manual offers a comprehensive understanding of risk management applied to the preservation of heritage assets. It provides a step-by-step guide and tools to help heritage professionals apply the ABC method to a range of situations, from analysis of a single risk to a comprehensive risk assessment of the entire heritage asset. This *Guide to Risk Management of Cultural Heritage* is an abridged version of *The ABC Method*, designed to introduce the risk-based approach to decision-makers and to promote its use by heritage professionals and a younger generation of conservators. Adopting the risk management approach presented in these volumes will help heritage managers establish priorities for preventive conservation.

Unlocking Sound and Image Heritage

SOIMA: Unlocking Sound and Image Heritage is a web-based, freely downloadable book that offers advice from dedicated professionals globally on the preservation and creative use of sound and image heritage. Featuring compelling case examples and strategies founded in evidence-based research, this resource will interest collectors, users and educators alike.

Asian Buddhist Heritage: Conserving the Sacred (ICCROM-CHA Conservation Forum Series 1)

Around the world, religious sites dominate lists of protected heritage properties. As a result, the needs of the communities who regard these spaces as functional and sacred must be balanced with the demands of heritage conservation practices and site management. Asian Buddhist Heritage is a collection of papers on this theme, as applied to Buddhist heritage sites throughout Asia. It considers Buddhist philosophy and how that shapes the definition of cultural heritage and its preservation. These papers were presented in 2013 at a forum in Seoul, Republic of Korea, jointly organized by ICCROM and the Korean Cultural Heritage Administration. It is the first instalment of a five-book series that will cover some of the most pertinent topics in cultural heritage preservation and management in Asia.

Selected Readings from ICCROM-ATHAR Series

Conservation of Cultural Heritage in the Arab Region – Issues in the Conservation & Management of Heritage Sites (English and Arabic) – Re-print

The ICCROM-ATHAR Regional Office has re-printed Conservation of Cultural Heritage in the Arab Region: Issues in the Conservation & Management of Heritage Sites, a collection of contributions from ICCROM-ATHAR Core Regional Course instructors who submitted scientific material relevant to the topics they taught. The subjects included in this first series range from theoretical approaches to conserving cultural heritage sites to implementing techniques and management approaches for safeguarding immovable heritage.

Conservation of Historic Buildings in Muharraq (Arabic)

This book addresses the conservation process of building materials in the Gulf, using Muharraq, Bahrain as a case study. The research includes methods of analysis, diagnosis and treatment of historic building materials commonly found in the Gulf region. The methods range from mortar analysis to treatment of masonry structures that could be utilised in conservation. The author, Salman Al Mahari, spent a few years researching this topic and participated in several ICCROM-ATHAR courses that benefited this research work.

Approaches to the Conservation of Islamic Cities – The Case of Cairo (English)

This book examines in depth the conservation history of a pearl of Islamic built heritage, the historic city of Cairo, to offer guidelines for cultural heritage professionals. The author, Hossam Mahdy, a former ICCROM fellow, presents an alternative view of the relationship between Islam and heritage. In support of this, he applies a range of conservation theories to resolve the hypothetical conservation of a medieval Islamic gate structure in a modern city setting. The exercise is designed to help conservation specialists think through the possibilities for sites, in full awareness of the cultural and other assumptions that underlie those decisions.

Protecting Cultural Heritage in Times of Conflict (Arabic)

Part of the Selected Readings from ICCROM-ATHAR series, this book is a compilation of expert knowledge and field experience presented in the courses. This timely series is hoped to equip cultural heritage professionals in managing challenges to cultural heritage arising from the critical socio-political situation of the Arab region, and the resulting losses of world and local cultural heritage.

Introducing Young People to the Protection of Heritage Sites and Historic Cities – Re-print

This manual is intended for primary school teachers to raise awareness around the conservation of cultural heritage in the Arab region, thus involving them in its protection and care. It is a guide that

offers principal notions of conservation practices and management of historical sites and cities, and underlines the threats facing cultural heritage today. It also contains information, ideas and practical activities to help teachers to introduce this theme to various school-age groups, although it is targeted at pupils between 9 and 12 years old. It is the first manual of its kind focusing on the protection of cultural sites, both archaeological sites and historic towns. The hope is that experiences from other courses will lead to a series of reference materials for teachers to promote heritage protection on a wider scale.

Translation of CCI’s “Framework for Preserving Heritage Collections”

The ICCROM-ATHAR Regional Office worked on the translation of the Canadian Conservation Institute’s poster “Framework for Preserving Heritage Collections” into Arabic. The poster is a quick reference tool for heritage professionals on agents of deterioration, the threats they pose to museum collections, and practical advice on preventive measures. It is an invaluable resource for all staff within heritage institutions.

Guidelines for Restoration and Conservation of Cultural Heritage in the UAE

After organizing a workshop with representatives from all Emirates, the National Council of Tourism and Antiquities (NCTA) agreed to research and draft General Guidelines for the Restoration and Conservation of Cultural Heritage in the UAE. The ICCROM-ATHAR Regional Conservation Centre was engaged, in cooperation with NCTA, in drafting the guidelines, which are the first stage of a larger project. Next year will see the issuance of more detailed instructions on restoring, rehabilitating, and conserving cultural heritage in the UAE.

Cooperation

SOIMA networks for world's audiovisual heritage

ICCROM's SOIMA programme was invited to participate in the International Audiovisual Archival Training Summit organized by the International Federation of Film Archives (FIAF) at the Cinémathèque française in Paris, France on 8 March 2017. The audiovisual experts in attendance made plans to develop an overview of shared resources for audiovisual archives, define a set of common principles for cross-institutional collaboration, gather best practices for capacity building, and create a common scholarship fund for all institutions present. The general consensus at the summit was that without partnerships, the audiovisual preservation field would disappear due to ongoing financial and institutional constraints.

Multiple institutions participated in the summit, including: Association des Cinémathèques Europeennes (ACE), Association for Recorded Sound Collections (ARSC), Association of Moving Image Archivists (AMIA), Cinémathèque française, Cineteca di Bologna, Coordinating Council of Audiovisual Archives Associations (CCAAA), Federation of Commercial Audiovisual Libraries (FOCAL International), Institut national de l'Audiovisuel (INA), International Association of Sound and Audiovisual Archives (IASA), International Council on Archives (ICA), International Federation of Film Archives (FIAF), International Federation of Television Archives (FIAT/IFTA), Netherlands Institute for Sound and Vision, New York University's Audiovisual Preservation Exchange (APEX), South East Asia Pacific Audio Visual Archive Association (SEAPAVAA), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Educational, Scientific and Cultural Organization – Memory of the World (UNESCO MoW).

Sound and Image Preservation, and Workshop on Conservation of Physical and Visual Images

From 7-9 August 2017, two related meetings were held at the University of San Luis in Argentina, focusing on preservation of sound and image. More than 175 participants attended lectures on 7 August by specialists from Argentina and Mexico who discussed the value and meaning of audiovisual collections, photographic and film supports, digitalization of audio-video-photo content, and digital and analogue preservation. They also explored the tools available for preserving audio, photo, and video files in analogue and digital format. As a complementary training activity, on 8-9 August, 75 participants attended the workshop "Conservation of physical and visual images: the case of negatives and photographic impressions on different media" given by Fernando Osorio Alarcón, Member of the Technology Subcommittee of the Memory of the World Program, UNESCO at the request of the Faculty of Physical, Mathematical and Natural Sciences, National University of San Luis. The meetings were organized by the National Directorate of Cultural Assets and Sites, in collaboration with the National University of San Luis and the "José La Via" Photographic Collection at the Faculty of Physical, Mathematical and Natural Sciences of the National University of San Luis, Argentina.

Agreement signed between ICCROM and SUPSI

On 31 January 2017, ICCROM's Director-General, Stefano De Caro, signed an agreement with the Swiss university programme Scuola universitaria professionale della Svizzera italiana (or University of Applied Sciences and Arts of Italian Switzerland, SUPSI). The agreement aims at making use of each institution's expertise and facilities for conducting educational activities and research, not only in the fields of conservation and restoration, but also for preventive conservation and museum

collections management. ICCROM and SUPSI are jointly developing a certification of Advanced Studies (CAS), which aims to train professionals in museum storeroom reorganization. It will enhance ICCROM's RE-ORG program, as well as SUPSI's work with the Collections Management Laboratory as part of the Bachelor's Degree Course in Conservation-Restoration of Cultural Heritage.

MA Degree in Cultural Heritage Conservation Management

The University of Sharjah and ICCROM are developing a new Master's programme in Cultural Heritage Conservation Management. During needs assessment surveys carried out by the ICCROM-ATHAR Regional Office, all countries in the target region supported this initiative and expressed interest in nominating practitioners to participate. The programme will follow the credit hour-system of university programmes; three modules will be delivered in two semesters during which two concentrations will be delivered in built heritage and museums. The accreditation proposal has been submitted to the Ministry of Higher Education in the UAE, and, if assessed positively, the course will start in September 2018.

Kizhi Museum: guardian of wooden architecture traditions

On 9 and 10 May, ICCROM participated in a conference entitled "Wooden architecture: learning from ancestors, keeping for posterity, teaching our contemporaries." It was held at the Istituto Superiore per la Conservazione ed il Restauro (ISCR) in Rome, with the participation of the Kizhi State Museum, an open-air venue devoted to history, architecture and ethnography. Co-organized with the Russian Ministry of Culture and the Embassy of the Russian Federation in Italy, the programme featured numerous events, from an exhibition with interactive demonstrations, to presentations and discussions by major Russian, Italian and international experts on ancient traditions of wooden architecture as they correlate with advanced restoration technologies. It was an opportunity to showcase ICCROM's upcoming Wood Conservation Course, held at Kizhi State Museum on 11- 30 September 2017.

National Workshop on Mainstreaming Disaster Risk Reduction (DRR), Indonesia

A National Workshop on Mainstreaming DRR was held on 10-11 April, 2017 at the World Heritage sites of Borobudur and Pramabanan on Java, Indonesia. ICCROM organized the gathering with the UNESCO Jakarta office, the Ministry of Education and Culture, and the Federal Republic of Germany. Thirty six participants from the Indonesian Ministry of Education and Culture, National Agency for Disaster Management, and Heritage Preservation office reviewed existing disaster risk management plans at the two World Heritage sites. They identified strengths and weaknesses, so as to enhance implementation of disaster risk management plans at the sites while also engaging the National Disaster Agency for multi-hazard risk mapping for Indonesia's heritage sites. The activity was held to support collaboration with UNESCO as well as to encourage the adhesion of Indonesia as an ICCROM Member State.

ICCROM and Ibermuseos Programme sign a collaboration agreement

Since April 2017, ICCROM and the Ibermuseos Programme have joined efforts to build capacity in preventive conservation and risk management in Latin American museums. A first initiative is the translation of The Guide to Risk Management of Cultural Heritage and of the RE-ORG method into Spanish and Portuguese. Future plans include a training project for management of contemporary art collections and the organization of a regional RE-ORG workshop. The Ibermuseos Programme is a cooperation initiative between 10 Latin American museums working together to develop and refine public policy in the field of museums and museology.

Italian Civil Protection and ICCROM Organize Joint Training

The Italian Department of Civil Protection invited ICCROM to co-host a six-day course, Specialized Training Course on the Protection of Cultural Heritage with Protecting Mediterranean Cultural Heritage During Disasters (PROMEDHE), in an effort to integrate the protection of cultural heritage in the Mediterranean region during emergency situations. Twenty-five participants were drawn from the five partner areas of PROMEDHE, in addition to delegates from France and Spain. Hosted at the Fondazione Hallgarten – Franchetti Centro Studi Villa Montesca in Città di Castello, Umbria, Italy, the course aimed to impart the knowledge and methodological framework necessary to safeguard and salvage heritage assets (movable and immovable, tangible and intangible), in the event of hazard-induced emergencies and in the post-emergency phase.

MOSAIKON for the preservation of mosaic heritage in the Mediterranean region

The MOSAIKON collaboration between ICCROM, the International Committee for the Conservation of Mosaics (ICCM), the Getty Conservation Institute and the Getty Foundation generated a range of activities in 2017. On 25-27 January, the partners met in Los Angeles, California, USA to review programme activities, which include training for conservation technicians and site managers, research, field projects, publications and development of the professional network. For MOSAIKON's 10th anniversary next year, the partners are preparing a multi-component evaluation survey to assess the results of the programme and plan follow-up activities. All activities have received the full and generous support of the Getty Foundation, for which ICCROM is grateful.

Conservation and Management of Archaeological Sites with Mosaics: A Regional Training Course

From 2-19 May 2017 the Getty Conservation Institute led “Conservation and Management of Archaeological Sites with Mosaics: A Regional Training Course” in partnership with the Direction du Patrimoine Culturel of Morocco. Held at the World Heritage Site of Volubilis, Morocco, the training gathered 23 heritage professionals who are responsible for conserving mosaics from 7 countries. The three-week course covered all aspects of conserving and managing archaeological sites with in situ mosaics. The ICCROM-ATHAR Regional Office provided a module on site management and designing protective shelters at archaeological sites.

ICCM Archive at ICCROM

As ICCROM was actively involved in the creation of ICCM in the 1970s, it has negotiated to house the ICCM Archives within ICCROM's Archive to preserve the history and continuity of ICCM. The ICCROM Archives already held records generated by several past ICCM Secretaries. Signed in October 2017, the agreement regularizes the transfer to ICCROM of the records produced by the Presidency of Demetrios Michaelides (1996-2014). This transfer aimed at re-grouping the ICCM Archive in a single location to facilitate access for research. The agreement also covers the hosting of ICCM's records at ICCROM.

ICCM Biennial Conference

In October 2017, ICCROM participated in ICCM's biennial conference in Barcelona, Spain entitled “Conserving mosaics from the ancient to modern.” Five scholarships were provided through its

ICCROM-ATHAR Regional Office for selected former participants to deliver papers or contribute with posters.

MOSAIKON Field School – Byblos, 29 October – 26 November 2017

ICCROM partnered with the Directorate General of Antiquities (DGA) in Lebanon and the Getty Foundation to organize a four-week Field School for the Conservation of Mosaics at the Archaeological Site of Byblos, Lebanon. The school provided an opportunity to create an on-site mosaic conservation laboratory: Five technicians from Lebanon and seven technicians from Algeria documented, cleaned, consolidated and stored detached mosaic panels exposed outdoors. The Centre Interdisciplinaire de Conservation et de Restauration du Patrimoine (CICRP) in Arles, France led the school as a follow-up to the training undertaken in Arles over 2016 and 2017. This is a pilot project aimed to develop other field schools in the region, in particular in Algeria, over 2018. Over the long term, the aim is to create sustainable mosaic conservation laboratories at main sites in MOSAIKON target countries. In addition to ICCROM, partner institutions include the Directorate General of Antiquities (DGA) Lebanon, the Directorate General of Antiquities (DGA) Algeria, Getty Foundation, and CICRP.

ICCROM hosts bilateral Myanmar-Italy meeting and seminar

On the occasion of the visit to Rome of Prime Minister of the Yangon Region, Mr U Phyto Min Thein, and at the request of the ITALIA-BIRMANIA.INSIEME Association, ICCROM hosted a seminar on 21 June on “Integrated Conservation of Urban Heritage and Inclusive and Intelligent Cities: possible synergies between Italy and Myanmar, the Yangon Laboratory.” For ICCROM, this was a valuable opportunity to serve two Member States and participate in a reflection on the integration of conservation into economic development and social inclusion. The Yangon Region, former capital of Myanmar, is undergoing rapid urbanization and population growth, which poses a threat to the city’s architectural heritage that dates to British colonization. The Burmese authorities intend to launch a policy for museums and cultural sites that will support the development of tourism. The seminar was sponsored by the Italian government: MIBACT (Ministry of Cultural Heritage and Tourism), MAECI (Ministry of Foreign Affairs and International Cooperation), and the Faculty of Architecture at ‘La Sapienza’ University of Rome.

Consolidation of the wind tower of the Ibrahim Al Midfa house in the Heart of Sharjah

ICCROM-ATHAR specialists and the Sharjah Institute for Heritage completed structural consolidation studies needed to strengthen and preserve the traditional wind tower (Barjeel) of the Ibrahim Al Midfa house in the Heart of Sharjah, United Arab Emirates. It had previously been in a dangerous leaning state. This wind tower is exceptional from an architectural standpoint due to its unique cylindrical design. Consolidation of the wind tower includes the installation of a sophisticated monitoring system to monitor the structure. Currently, the Sharjah Heritage Institute and the concerned authorities are coordinating within Sharjah to begin implementing the consolidation work, which is expected to be completed during 2017.

Donors Meeting for World Heritage Leadership Programme

On 7 September, ICCROM hosted the annual donor’s meeting for the World Heritage Leadership Programme with the Norwegian Government. WHLP is a new approach to implementing capacity development in support of the World Heritage Convention. It is based on the long-standing partnership of IUCN and ICCROM, in collaboration with ICOMOS, WHC, and others. The event saw the participation of a series of Norwegian institutions including the Norwegian Agency for Nature

Conservation, Norwegian Directorate for Cultural Heritage, and Ministry of Climate and Environment, Norway. The World Heritage Leadership programme is made possible with the generous support of the Norwegian Ministry of Climate and Environment and the Federal Office of Culture, Switzerland, among others.

A pilot needs assessment survey for conservation management of contemporary art collections

During 2017, ICCROM together with the Dirección Nacional de Bienes y Sitios Culturales (DNBSC), Ministry of Culture, Argentina carried out a pilot survey of museums with contemporary art collections and their umbrella institutions in Argentina nationally, provincially and locally. The results highlight the key issues museums face with these kinds of collection, including their quick growth (collections double in 30 years), intense loaning activities that affect 80% of the museums, and common challenges, including overcrowded storage, conservation of new materials, and legislation and policy needs. The results of the pilot survey will be used to extend data collection to other countries in the region, with the goal of organizing a training initiative in 2018-2019.

The survey results were presented at the National Meeting on Conservation of Contemporary Art, held 15 September at the National Museum of Fine Arts in Buenos Aires. Twenty conservators, curators, art historians, scientists and artists discussed contemporary art conservation challenges and shared innovative projects with 180 participants from 11 countries in Latin America and Europe. A follow-up meeting is planned for September 2018. DNBSC organized this meeting under ICCROM's patronage, together with the Programa ACERCA-AECID, the Ministry for Cooperation and International Affairs of Spain (Ministerio de Asuntos Exteriores y de Cooperación de España), and the Cultural Advisory of the Spanish Embassy in Argentina (Consejería Cultural de la Embajada de España en Argentina).

First Aid for Cultural Heritage Design Workshop

On 16-20 October, ICCROM hosted a design workshop on First Aid for Cultural Heritage in Times of Crisis (FAC), organized in partnership with the Smithsonian Institution, USA and the Prince Claus Fund, the Netherlands. Other partner institutions included UNESCO, CRAterre (France), Italian Civil Protection, and Ritsumeikan University (Japan). The workshop aimed to review the existing First Aid international training, and identify content as well as activities for developing a self-sustaining network of cultural first aiders. The overall aim of FAC partners is to ensure timely and effective responses for protecting cultural heritage that are embedded in national and international humanitarian assistance mechanisms. In 2017, the Italian Civil Protection invited ICCROM to lead its regional training and to train civil protection teams from six countries using the First Aid framework. The aim was to integrate first aid for cultural heritage into national emergency management systems. The United Kingdom, the United States military, and Interpol have also expressed interest in using the FAC methodology to train emergency responders. The design workshop therefore will help identify training strategies as well as tools for mainstream emergency actors.

Public Information and Advocacy

Louvre-Lens Symposium

ICCROM, the Louvre-Lens Museum, and the Institut du monde arabe in Tourcoing organized a two-day international symposium on post-conflict reconstruction of historic cities in Lens, France. Held on 20-21 January 2017, the meeting was led by Marie Lavandier, Director of the Louvre-Lens Museum and President of the ICCROM Council. Experts discussed the actions of international organizations for post-conflict reconstruction of historic cities. They presented the state of theoretical developments in this field, and discussed case studies in Europe and the Middle East to draw lessons for the future. Jean-Luc Martinez, President-Director of the Louvre Museum, gave a lecture on protecting cultural heritage in areas affected by armed conflict. Among the major international organizations taking part in the symposium were AKTC (Aga Khan Trust for Culture), ALECSO, the European Commission, ICOMOS (International Council on Monuments and Sites), IRCICA (Research Center for Islamic History, Art and Culture), OECD (Organization for Economic Co-operation and Development), UNESCO (United Nations Educational, Scientific and Cultural Organization), and the World Bank, along with representatives from governments and universities in France, Europe and the Middle East. The papers are being edited into a conference preprint for publication.

#Unite4Heritage: ICCROM and UNESCO in the UAE

On 11 February 2017, UNESCO Director-General, Mrs Irina Bokova, visited the ICCROM-ATHAR Regional Conservation Centre in Sharjah as part of the launch of the #Unite4Heritage campaign in UAE. She was welcomed by Highness Sheikh Dr. Sultan Al-Qassimi, Member of the Supreme Court and Ruler of Sharjah; Dr Stefano De Caro, ICCROM's Director-General; Dr Zaki Aslan, Director of the ICCROM-ATHAR Centre; and Mr Abdul-Aziz Al-Mussallam, Director of the Sharjah Heritage Institute and member of ICCROM's Council. The #Unite4Heritage campaign launch in the UAE engages with a region that has been experiencing severe cultural heritage destruction in recent years. The UNESCO visit occurred with these dramatic events as a backdrop and demonstrated ICCROM's long-standing partnership with UNESCO dating to its creation. It also consolidates the work of both organizations in the field of cultural heritage conservation, management and protection.

Giovanni Carbonara – Winner of the 2017 ICCROM Award

ICCROM has the pleasure to announce the winner of the 2017 ICCROM Award, Prof Giovanni Carbonara, emeritus Director (1995-2013) of the Post-Graduate School for the Study and Restoration of Monuments at La Sapienza University of Rome. Carbonara has been engaged with ICCROM from the time of his participation in the Architectural Conservation Course in 1968. He has collaborated on teaching and training activities as well as contributed to conferences and publications. Carbonara has also collaborated on complex and delicate restoration projects to some of the most famous monuments in Italy, including St Peter's Basilica, the Basilica of St Francis of Assisi, and the Colosseum. ICCROM congratulates Prof Carbonara on this distinguished and well-deserved award.

FICLU (Federazione Italiana Club e Centri Unesco)

On 7 September, ICCROM hosted the meeting of the Evaluation Commission of the 8th edition of the FICLU Competition "Factory in the Landscape". This contest was open to public and private projects dealing with landscape and the environment, and promoted awareness on the importance of landscapes to social well-being, national identity and sustainable development. Jury members

included Prof. Arch. Giovanni Carbonara (La Sapienza, Rome) together with other colleagues from Italian universities and Member State institutions.

Palmyra sculptures restored in Italy now returned to Syria

ICCROM brought visibility to the restoration and return of two damaged sculptural busts from Palmyra, which were sent home from Rome to Syria on 27 February. After their transfer to Italy through negotiations by the Incontro di Civiltà Association, and restoration by the Italian ISCR, the 2nd/ 3rd century AD busts were returned to the National Museum of Damascus, accompanied by two representatives of the Syrian Directorate-General of Antiquities and Museums. The two busts had been featured in a UNESCO-sponsored exhibit, “Rising from Destruction,” at the Colosseum in Rome, October – December 2016. ICCROM’s Director-General, Stefano De Caro, commented on the role played by international collaboration and cultural diplomacy. “Despite ongoing sanctions and war, a way was found to permit the restoration of these damaged antiquities.”

ICCROM at the G7 Culture Meetings in Florence

On 30 March, Director-General Stefano De Caro addressed the G7 Culture meetings, held in the Sala Bianca of the Palazzo Pitti, in Florence, Italy. These were the first-ever such meetings, held on the initiative of Italy’s Culture Minister, Dario Franceschini. The meetings saw high level delegations from the G7 industrialized nations and international organizations exchange views on the importance of culture for stable societies, diversity, and dialogue. They also invoked the essential role of heritage protection in a world where culture is increasingly the target of attack, destruction and illicit profiteering by non-state parties. In his statement De Caro said, “I suggest we encourage more educational experience in transnational projects, especially in crisis areas and developing countries.”

Iran strengthens its commitment to heritage

Iran’s Cultural Heritage, Handcrafts and Tourism Organization (ICHTO) allocated \$2.4 million towards the conservation of sites around the world linked to Iranian heritage, based on the signing of a Memorandum of Understanding with ICCROM’s Director-General, Stefano De Caro. The agreement strengthened collaboration in cultural heritage conservation between ICCROM and Iran, a Member State since 1972, and created the framework for joint activities to further cultural heritage conservation through technical advice, collaborative visits, training activities, workshops and initiatives to raise public awareness and support. The signing took place in the presence of Mrs Zahra Ahmadipour, Vice President of the Islamic Republic of Iran and ICHTO President, Mr Hadi Hamadi, RCCCR Director, and Dr Mohammad Hassan Talebian, ICHTO Director and ICCROM Council Member. Signatories to the Memorandum of Understanding are ICCROM, ICHTO, and the Research Institute for Cultural Heritage and Tourism.

Documenting our Heritage at Risk + Rome Appeal approved for the protection of heritage at risk

The deliberate destruction of cultural heritage has become a core feature of modern conflict and a tactic of war. In this scenario, safeguarding the world’s cultural heritage is becoming increasingly urgent. On 19-20 May, Francesco Rutelli chaired an international conference, “Documenting Our Heritage at Risk,” organized by the “Incontro di Civiltà” Association in collaboration with ICCROM. It gathered scholars and experts in art history, conservation and new technologies from Europe, the United States, China and several Arab countries, as well as from UNESCO, ICCROM and major international organizations. Discussions centred on the need to identify a universal code for cataloguing cultural assets at risk, in addition to adopting immediate commitments to intervene in war

scenarios, crisis areas and environmental flash points. The goal is to safeguard affected heritage and reconstruct what has been damaged or destroyed based on rigorous scientific criteria. Participants unanimously approved the Rome Appeal, which recognizes the critical role documentation plays in managing, safeguarding and ensuring respect for cultural heritage, and calls for widespread documentation on standard and shared platforms.

World Heritage Committee Meeting in Krakow

The 41st session of the World Heritage Committee from 2-12 July in Krakow, Poland, inscribed 21 new sites to UNESCO's World Heritage List, including 18 cultural and 3 natural sites. ICCROM attended the meeting in its capacity as an Advisory Body to the World Heritage Convention. As a side event to the Committee meeting, the ICCROM ATHAR Regional Office in Sharjah organized an expert meeting from 5-7 July entitled, "Means to Strengthen Cultural Heritage Protection in the Arab Region: Legal and Policy Frameworks." The meeting identified priorities and possibilities for support, and more generally, addressed issues of international cooperation, legal and institutional enhancement and capacity building. Twelve legal and cultural heritage experts and representatives of international organizations discussed legal aspects of protecting cultural heritage in the Arab States. They agreed to an action plan for engaging each country in implementing adequate cultural heritage protection in cooperation with the ICCROM-ATHAR Regional Office. Partners who expressed their willingness to join forces on this subject include UNESCO, ICOMOS, INTERPOL, and the International Institute for the Unification of Private Law. Possible additional partners include the International Criminal Court, World Customs Organization, and the United Nations Office on Drugs and Crime, and ICOM.

ICCROM-ATHAR Sharjah Award for Cultural Heritage Conservation (ICCROM – ATHAR Award for Cultural Heritage Conservation in the Arab Region)

In August 2017, a call for applications was launched for this biennial award, which recognizes outstanding work that contributes to the protection and vitality of tangible cultural heritage in the Arab world. The award reflects ICCROM-ATHAR's commitment to safeguarding the cultural heritage of the Arab region; promoting international ethics in the practice of tangible heritage conservation; facilitating the exchange of knowledge and experience across borders; enhancing public awareness and appreciation of cultural heritage; and encouraging excellence through example. The award is organized in two stages – an open competition, followed by an invitation to present the project. The award was presented during the Post-Oil Gulf Historic Symposium and the ICOMOS Arab Group meeting on 10- 11 May, as well as at July's ICOMOS General Assembly in Krakow, Poland.

ICCROM at the inauguration ceremony of Iran's President

On 5 August, ICCROM Director-General, Dr Stefano De Caro, attended the inauguration ceremony of Hassan Rouhani for his second term as President of the Islamic Republic of Iran. De Caro's attendance came at the invitation of the Ministry of Foreign Affairs of the Islamic Republic of Iran, through its Embassy in Rome. "I am well aware of the remarkable efforts Iran makes to preserve and share its heritage," said De Caro. "I congratulate President Rouhani on his re-election and his commitment to openness and international dialogue."

Voices of Culture Structured Dialogue: Skills, Training and Knowledge Transfer

ICCROM collaborated in a European Commission-led consortium of 35 cultural heritage organizations to develop a joint report making recommendations on "Skills, Training & Knowledge Transfer in Cultural Heritage for traditional and emerging heritage." The process was coordinated

during meetings in Brussels, Belgium in June and September 2017, while the final report was presented to the European Commission in Bucharest, Romania in October 2017. It provides recommendations, sector mapping and overview, including training and skills needs, in order to support discussions for that policy development. This process responds to the fact that, though European expertise in heritage preservation and conservation is famed worldwide, the combined effects of the age pyramid and cuts in public budgets are affecting the transmission of knowledge and skills to the younger generations, weakening the sector's potential to thrive into the future. At the same time, the skill set needed to care for and manage heritage is broadening and deepening due to new technologies, economic and social pressures, innovations in work methods, and developments in both the definition and scope of heritage.

ICCROM attends G7 Roma-Lyon Group meeting

The second G7 Roma-Lyon Group meeting was held in Rome from 3- 5 October. This working group, created under the 2001 G8 Italian Presidency, is run by the law enforcement sector and is devoted to formulating counter-terrorism strategies and combating transnational crimes. ICCROM participated in the first day's Expert Group Meeting: "Cultural Heritage, the Mirror of Identity" on cataloguing, collecting and sharing data for the protection of cultural heritage and the art market. Delegates from the G7 countries and experts from international organizations called for maximum co-operation to end the illicit trafficking of antiquities from Syria, Iraq and beyond.

ICCROM Joins UNESCO in Lauding Syria Top Antiquities Official

ICCROM's Director-General Dr Stefano De Caro joined Irina Bokova, the Director-General of UNESCO in praising Dr Maamoun Abdulkarim of Syria, for his tireless efforts to safeguard the country's cultural assets during these years of war. Dr Abdulkarim's five-year term as Syria's Director-General for Antiquities and Museums coincided with a devastating conflict, which has left hundreds of thousands of people dead and millions dispersed, and has greatly imperilled Syria's rich cultural heritage. Dr Abdulkarim became Syria's top antiquities official in 2012, as the country entered a second year of civil war. According to UNESCO, Dr Abdulkarim and his staff have managed to save hundreds of thousands of cultural objects from looting and destruction. De Caro said, "In the middle of the horrific conflict, Dr Abdulkarim understood that saving his country's cultural assets was an obligation he had toward not only all Syrians but also the world."

ICCROM's Annual Report 2016 – with new look

As part of a communications strategy intended to support fundraising, ICCROM revamped its Annual Report 2016 to feature a fresh look intended attract to a wide range of donors. The report is written in a style that puts ICCROM in line with annual reports of other intergovernmental organizations that aim to impact positively on the UN Sustainable Development Goals. The report also demonstrates ICCROM's efforts to move towards results-based management by including icons that present indicators of ICCROM's activity and impact, which can be used for results-based reporting. ICCROM partnered with the award-winning National Geographic photographer Reza Deghati to illustrate the report, and at the same time leverage new audiences including the general public. Reza's photographs beautifully capture ICCROM's core philosophy: the critical bond between humanity and culture, and the power of both to build better societies. The Annual Report 2017 will be produced in a similar style to continue the strategy of large-scale fundraising.

Web News – Informing our stakeholders

From January to October 2017, ICCROM published 81 home-page news items on the website, including course announcements and reports, partnership and advocacy initiatives, thematic and collaborative meetings, and other substantive news. There were also 368 classified notices pointing to events and opportunities in the conservation sector worldwide. ICCROM's monthly e-News continues to be an appreciated source of information. It drives traffic to the website and provides comprehensive sector news in an easy monthly email digest, which goes to over 15k subscribers. A source of information on ICCROM initiatives, it is also a digest of announcements coming from ICCROM's network around the globe.

New Drupal website

To modernize its look while leveraging new technical capabilities, ICCROM has developed a new website using Drupal technology. The overhauled website will enable ICCROM to expand the number of featured languages to four – English, French, Italian, and now Arabic. This will permit the ICCROM-ATHAR Regional Office website to be folded into the main ICCROM website. The website will feature new content, including imposing visuals, and will highlight social media successes while maintaining regular news and updates as at present. The new website will also permit separate sections of the site to be featured in different languages, enabling web content to be targeted at specific language communities.

Social Media – Engaging our public

Social media continues to be an important vector for carrying out ICCROM's mission as a provider of information and as an advocate for cultural heritage conservation. ICCROM provides content to an established audience of professionals as well as to the general public. Facebook continues to be the channel with the largest audience (currently 67K followers), with several stories shared daily from the global online press on cultural heritage and its conservation worldwide. Twitter has become the platform for corporate messages and communication. ICCROM interacts with partner organizations and makes its own activities and news known to a following that is largely institutional and professional. With 14.6K followers, it continues to prove effective in both keeping ICCROM informed of events and informing others. Instagram and LinkedIn are ICCROM's newest social media ventures, where the organization aims to expand its mandate as information providers and promoters of heritage to both the younger generation and long-standing professional audiences.

Governance and Partnerships

60th anniversary of the signature of the Agreement between Italy and UNESCO for the establishment of ICCROM on Italian territory

The 27th of April marks the 60th anniversary of the signature of the Agreement between Italy and UNESCO regulating the establishment and legal status of ICCROM on the Italian territory. This signing ceremony took place in Paris on 27 April 1957.

UNESCO and ICCROM Join Forces to Protect Cultural Heritage

UNESCO and ICCROM signed a landmark agreement on Friday 13 October at UNESCO's Paris headquarters to address mounting threats to cultural properties worldwide. Under the Memorandum of Understanding, the two agencies agreed to intensify efforts to implement the 1972 World Heritage Convention. They will boost cooperation in addressing a number of specific challenges, including destruction of cultural property in armed conflict, disaster risk management, illicit trafficking in heritage objects and new risks to intangible cultural heritage. Under the agreement, the agencies will increase cooperation on training and capacity building, especially in the Middle East, the Arab world and sub-Saharan Africa. They will also share information resources for public outreach and advocacy to support heritage conservation.

Signing of CHA Korea-ICCROM Framework Arrangement

CHA and ICCROM signed a Framework Arrangement on 25 October 2017 in Daejeon, Republic of Korea, marking the second phase of the collaboration embarked upon in 2012. Under this arrangement, the two institutions agreed to cooperate on education, training, and research in cultural heritage conservation in the Asia Pacific region from 2018-2022. CHA Administrator, Kim Jongjin, and ICCROM Director-General, Dr Stefano De Caro, signed the arrangement. The signing was marked by a joint public conference reflecting on the activities of the past five years and identifying future areas of cooperation. The 2017 CollAsia course was concluded during this event, while the final Annual Thematic Forum was opened on the topic of "Conservation of Asian Heritage."

ICCROM Modernizes Information Systems, Aligns With UN Standards

In October, ICCROM went live with the SAPUniverse Path ERP solution, to streamline its program management, accounting, and administrative processes. The SAP-ERP enterprise resource planning software will help ICCROM align its key processes with international standards in accounting funds management and audit. The new streamlined processes will empower staff, create greater accountability and transparency, and encourage proactive knowledge management and organizational effectiveness. The tool, implemented for ICCROM by the Cap Gemini company, will make ICCROM more efficient and more able to justify its expenditures to Member States and donor institutions.