

# XXXI General Assembly ICCROM GA31/2019

30-31 October 2019  
Rome, Italy



**Document GA31/8: For Approval**  
**Title: Minutes of the 30<sup>th</sup> Session of the General Assembly**

## Summary

The minutes of the 30<sup>th</sup> session of the General Assembly, held in Rome from 29 November to 1 December 2017, are tabled for approval by the 31<sup>st</sup> General Assembly. These minutes were circulated to the General Assembly participants in 2018, at which time, any corrections necessary were made to the document.

## Action required

The General Assembly approves the Minutes of the XXX Session of the General Assembly.



## Table of Contents

<b>A. SUMMARY RECORD OF DECISIONS.....</b>	<b>5</b>
Agenda Item 1. Official Inauguration.....	5
Agenda Item 2. Opening of the Exhibit. Palmyra: Rising from Destruction.....	5
Agenda Item 3. Election of the President and Three Vice-Presidents for the XXX Session of the General Assembly.....	5
Agenda Item 4. Election of the Committees .....	5
Agenda Item 5. Acceptance of the Observers.....	5
Agenda Item 6. Adoption of the Provisional Agenda.....	6
Agenda Item 7. ICCROM Award.....	7
Agenda Item 8. Report of the Credentials Committee .....	7
Agenda Item 9. Report on Assessed Contributions in Arrears (Application of Article 9 of the Statutes).....	8
Agenda Item 10. Welcome to New Member States .....	8
Agenda Item 11. Ratification of the Exchange of Letters Constituting an Agreement between ICCROM and the Italian Republic for the Amendment of Article 11 of the HQ Agreement Law, 11 June 1960, n. 723 .....	9
Agenda Item 12. Adoption of the Minutes of the XXIX Session of the General Assembly.....	9
Agenda Item 13. Report of the Committee on Candidatures for the Council .....	9
Agenda Item 15. Director-General's Appointment (Closed Session, Rapporteur not present) .....	10
Agenda Item 17. Report on Implementation of the Strategic Cycle 2011–2017 and Report on the Programme Implementation 2016–2017 .....	10
Agenda Item 18. Report on Finance.....	10
Agenda Item 19. Presentation by the Council of the Strategic Directions 2018–2023.....	10
Agenda Item 20. Provisional Programme of Work and Budget 2018–2019 .....	10
Agenda Item 25. Statements of Delegates and Observers .....	13
Agenda Item 26. Results of the Election: New Members of Council .....	15
Agenda Item 27. Election of ICCROM Representatives to the United Nations Joint Staff Pension Fund.....	16
Agenda Item 29. Adoption of the Report Setting Forth the Decisions of the XXX General Assembly .....	16
<b>B. DETAILED MINUTES.....</b>	<b>17</b>
WEDNESDAY 29 NOVEMBER 2017.....	17
Agenda Item 1. Official Inauguration.....	17
Agenda Item 2. Opening of the Exhibit. Palmyra: Rising from Destruction.....	23
Agenda Item 3. Election of the President and Three Vice-Presidents for the XXX Session of the General Assembly.....	24
Agenda Item 4. Election of the Committees .....	24
Agenda Item 5. Acceptance of the Observers.....	25
Agenda Item 6. Adoption of the Agenda (GA 30/01).....	26
Agenda Item 7. ICCROM AWARD (GA 30/03) .....	26
Agenda Item 8. Report of the Credentials Committee (GA 30/04a).....	27
Agenda Item 9. Report on Assessed Contributions in Arrears (Application of Article 9 of the Statutes) (GA 30/05).....	28

Agenda Item 10. Welcome to New Member States (GA 30/02 and 02a).....	30
Agenda Item 11. Agreement between ICCROM and the Italian Government for Amendment of Article 11 of the Headquarters' Agreement Law, 11 June 1960, n. 723 (GA 30/11) .....	31
Agenda Item 12. Adoption of the Minutes of the XXIX Session of the General Assembly (GA 29/Min) and Ukraine Intervention (not on the agenda) .....	31
Agenda Item 13. Report of the Committee on Candidatures for the Council (GA 30/04b) .....	32
Agenda Item 14. Presentation of the Candidates for Council .....	32
Agenda Item 15. Director-General's Appointment (Closed Session).....	33
THURSDAY 30 NOVEMBER 2017.....	35
Agenda Item 16. In Memoriam.....	35
Agenda Item 17. Report on the Strategic Cycle 2011–2017 and Report on the Programme Implementation 2016–2017 (GA 30/07 and 2016 Annual Report).....	35
Agenda Item 18. Financial Reports as of 31 December 2015: Audit Report (GA 30/08) and Interim Report on Budget and Finance for the Biennium 2016–2017 as of 30 September 2017 (GA 30/09) .....	51
Agenda Item 19. Presentation by the Council of the 2018–2023 Strategic Directions (GA30/06).....	54
Agenda Item 20. Programme of Work and Budget (PWB) 2018–2019 (GA30/10).....	58
Agenda Item 21. Thematic Discussion: Post-conflict Reconstruction – Recovery and Community Involvement.....	88
FRIDAY 1 DECEMBER 2017 .....	94
Agenda Item 22. Election: New Members of Council (Closed Session) .....	94
Agenda Item 23. Thematic Discussion Panel and Discussion Continued: Post-conflict Reconstruction – Recovery and Community Involvement.....	94
Agenda Item 24. Conclusion of the Thematic Discussion .....	109
Agenda Item 25. Statements by Delegates and Observers .....	111
Agenda Item 26. Results of the Election: New Members of Council (GA30/12) .....	129
Agenda Item 27. Election of ICCROM Representatives to the United Nations Joint Staff Pension Fund.....	130
Agenda Item 28. Other business.....	130
Agenda Item 29. Adoption of the Report Setting Forth the Decisions of the XXX Session of the General Assembly (GA30/13).....	130
Agenda Item 30. Closing of the XXX Session of the General Assembly .....	132

## A. SUMMARY RECORD OF DECISIONS

### Agenda Item 1. Official Inauguration

### Agenda Item 2. Opening of the Exhibit. Palmyra: Rising from Destruction

### Agenda Item 3. Election of the President and Three Vice-Presidents for the XXX Session of the General Assembly

3.1 The General Assembly unanimously elects the proposed candidate, Anne NYHAMAR (Norway), as President of its XXX Session.

3.2 The General Assembly unanimously elects the three proposed candidates for the Vice-Presidency of its XXX Session:

- Zoe REID (Ireland)
- Sarkis EL KHOURY (Lebanon)
- Thembelani BEKEZELA NHLABATSI (Swaziland)

### Agenda Item 4. Election of the Committees

4.1 The General Assembly unanimously elects the following five candidates proposed by the Council to the *Credentials Committee* for its XXX Session:

- Valerie MAGAR MEURS (Mexico), chair
- Elisa HEIKKILÄ (Finland)
- Véronique DEZ (France)
- Michaela HANSSEN (Netherlands)
- Sharon PARK (United States of America)

4.2 The General Assembly unanimously elects the following five candidates proposed by the Council to the *Committee on Candidatures to the Council* for its XXX Session:

- Riad HADJ SAID (Tunisia), chair
- Florencia GEAR (Argentina)
- Patricia KELL (Canada)
- Anneli RANDLA (Estonia)
- Scott FURLONG (United Kingdom)

### Agenda Item 5. Acceptance of the Observers

5.1 The General Assembly unanimously accepts the following observers to its XXX session:

- Non-Member State Observers
  - Holy See (Vatican City State)
  - Hungary
  - Palestine

- Partner Institutions
  - Alvar Aalto Foundation
  - Arab Regional Centre for World Heritage
  - Ars Civilis Foundation
  - Asia-Pacific Cultural Centre for UNESCO – ACCU
  - Associazione Incontro di Civiltà
  - Comando Carabinieri Tutela Patrimonio Culturale
  - Consiglio Nazionale delle Ricerche – ICVBC
  - E.C.C.O. – European Confederation of Conservator-Restorers' Organisations
  - Getty Conservation Institute
  - HERITY
  - ICCM
  - ICOM-CC
  - ICOMOS ITALIA
  - IRCICA
  - ISESCO
  - Istituto Veneto per i Beni Culturali
  - Ministero dell'Interno – Istituto Superiore Antincendi
  - Presidenza Consiglio dei Ministri – Protezione Civile
  - Sharjah Museum Authority
  - UNIDROIT
  - World Association for the Protection of Tangible & Intangible Cultural Heritage – WATCH
  
- ICCROM Council Members
  - Marie LAVANDIER (Chair of Council)
  - Virgilio A. REYES
  - Representative of the United Nations Educational, Scientific and Cultural Organization
  - Representative of the Istituto Superiore per la Conservazione ed il Restauro
  - Representative of the International Council of Museums
  - Representative of the International Council on Monuments and Sites
  - Representative of the International Union for Conservation of Nature
  
- Organizations
  - League of Arab States
  
- Independent Consultants
  - Calogero BELLANCA
  - Tommaso DELLA LONGA
  - Ulrich Kevin KIANGUEBENI
  - Joël IPARA MOTEMA
  - Elena SERGEEVA
  - Georgios TAVLARIDIS

## **Agenda Item 6. Adoption of the Provisional Agenda**

6.1 The General Assembly unanimously adopts the Provisional Agenda, Document GA30/01 without change.

### **Agenda Item 7. ICCROM Award**

7.1 The General Assembly:

- noting his strong collaboration with ICCROM over the past 50 years, beginning with his participation in the Architectural Conservation course in 1968 and continuing with his collaboration on training activities over many years;
- further noting his contributions to the field of conservation as a professor at La Sapienza University in Rome, as a lecturer on many conservation courses around the world, and as the author of many publications on the restoration of monuments;
- endorses the decision of the ICCROM Council to present the ICCROM Award to Dr Giovanni Carbonara, Director Emeritus of the Post-Graduate School for the Study of the Restoration of Monuments at La Sapienza University.

### **Agenda Item 8. Report of the Credentials Committee**

8.1 The General Assembly unanimously adopted the report of the Credentials Committee and agreed that the following Member States, which sent their credentials by fax, would be allowed to vote, on an exceptional basis in accordance with Rules 16 and 48.1 of the Rules of Procedure of the General Assembly, having assured the Credentials Committee that the originals of their credentials would be forthcoming:

- Austria
- Brazil
- Burkina Faso
- Croatia
- Guatemala
- Iran (Islamic Republic of)
- Iraq
- Ireland
- Italy
- Japan
- Korea (Republic of)
- Myanmar
- Norway
- Pakistan
- Peru
- Romania
- Saudi Arabia
- Serbia
- Sudan
- Syria
- Tunisia

- Turkey
- United Kingdom

8.2 The General Assembly noting that the following Member States have indicated that their credentials will be arriving shortly, unanimously decided to put the credentialing of those Member States on hold:

- Jordan
- Mozambique
- South Africa

8.3 Subsequent to the completion of its first report, the Credentials Committee submitted an addendum, stating that:

- Zambia presented its credentials and complied with the requirements of Rule 16 of the Rules of Procedure of the General Assembly and was therefore deemed to be allowed to vote.
- Jordan submitted its credentials as scanned email attachments. Therefore, as the Credentials Committee, understanding that the originals will be forthcoming, deemed that Jordan be allowed to vote on an exceptional basis in accordance with Rule 16 and 48.1 of the Rules of Procedure of the General Assembly.
- Venezuela submitted its credentials as scanned email attachments. The Committee noted that the Member State is in arrears with its contribution and that therefore its position would be examined by the General Assembly under Item 9 of the agenda.

### **Agenda Item 9. Report on Assessed Contributions in Arrears (Application of Article 9 of the Statutes)**

9.1 The General Assembly:

- considering that the total amount of the contributions to ICCROM that have fallen due and that have not been paid by the Member States of Bangladesh, Brazil, Malawi and Honduras exceeds the amount of their contributions payable for the current calendar year and the immediately preceding calendar year, takes note that Bangladesh, Brazil, Malawi and Honduras have lost their right to vote in the General Assembly and their right to propose candidates for membership of the Council;
- considering that the Member States of Mauritania and Venezuela have omitted to pay their contributions that have fallen due during four consecutive calendar years, takes note that Mauritania and Venezuela shall cease to be entitled to receive any services from ICCROM;
- considering that the Member States of Mozambique and Senegal have omitted to pay their contributions that have fallen due during six consecutive calendar year, takes note that Mozambique and Senegal shall be suspended from ICCROM.

### **Agenda Item 10. Welcome to New Member States**



10.1 The General Assembly welcomes Ukraine as a new Member State to ICCROM, noting its accession on 15 January 2016.

10.2 The General Assembly:

- expressing its satisfaction that Hungary has fully met the conditions for re-adhesion to ICCROM;
- thanks to the Government of Hungary for the efforts undertaken to re-join the organization;
- unanimously decides to readmit Hungary to ICCROM and welcomes it again as a Member State.

**Agenda Item 11. Ratification of the Exchange of Letters Constituting an Agreement between ICCROM and the Italian Republic for the Amendment of Article 11 of the HQ Agreement Law, 11 June 1960, n. 723**

11.1 The General Assembly:

- acknowledges the exchange of letters constituting an agreement between ICCROM and the Italian Republic for the Amendment of Article 11 of the HQ Agreement Law of 11 June 1960, n. 723;
- expresses its gratitude to the Italian Republic for its tireless efforts to resolve this issue;
- furthermore, congratulates the Director-General of ICCROM for his efforts in regard to this issue.

**Agenda Item 12. Adoption of the Minutes of the XXIX Session of the General Assembly**

12.1 The General Assembly unanimously adopts the Minutes of the XXIX Session of the General Assembly, as recorded in document [GA29/MIN](#).

**Agenda Item 13. Report of the Committee on Candidatures for the Council**

13.1 The General Assembly unanimously adopts the report of the Committee on Candidatures for the Council and declares the following persons as candidates for the ICCROM Council:

1. Hilde DE CLERCQ (Belgium)
2. Sarkis EL KHOURY (Lebanon)
3. Aglal M. Elzubair EL MALIK (Sudan)
4. Oliver MARTIN (Switzerland)
5. Thembelani NHLABATSI (Swaziland)
6. Isabel RAPOSO DE MAGALHÃES (Portugal)
7. Birgitta RINGBECK (Germany)
8. John ROBBINS (United States of America)
9. Nina SHANGINA (Russian Federation)

10. Julia Antonia VICIOSO VARELAS (Dominican Republic)
11. Gihane ZAKI (Egypt)
12. Kamil ZEIDLER (Poland)
13. Ye ZHU (China)

**Agenda Item 15. Director-General's Appointment (Closed Session, Rapporteur not present)**

15.1 The General Assembly, following the recommendation of the 88th session of the ICCROM Council, by a majority of those present and voting elects Mr Webber Ndoro to be the next Director-General of ICCROM.

**Agenda Item 17. Report on Implementation of the Strategic Cycle 2011–2017 and Report on the Programme Implementation 2016–2017**

17.1 The General Assembly unanimously approves the Report on Implementation of the Strategic Cycle 2011–2017 and the Report of Implementation 2016–2017 (documents Annual Report 2016 and GA30/07).

**Agenda Item 18. Report on Finance**

18.1 The General Assembly unanimously adopts the following financial report:

- PriceWaterhouseCooper's SpA Special Purpose Financial Statements from 1 January 2014 to 31 December 2015 (document GA30/08).

**Agenda Item 19. Presentation by the Council of the Strategic Directions 2018–2023**

19.1 The General Assembly:

- thanks to the Council working group on the development of the Strategic Directions 2018–2023;
- takes note of Strategic Directions 2018–2023 (as found in document GA30/06).

**Agenda Item 20. Provisional Programme of Work and Budget 2018–2019**

20.1 The General Assembly unanimously approves the Programme of Work and Budget for the Biennium 2018–2019 (document GA30/10) presented during its XXX Session and the following Budget Appropriation Resolution:

The General Assembly:

- authorizes the Director-General to implement the programme outlined in the Programme of Work and Budget 2018–2019 (document GA30/10);
- approves the budget for a total of EUR 16 296 618, including all sources of funds including
  - by ICCROM Regular Budget to be provided by Member States based on the principle of 0% increase (ZNG) totalling EUR 9 386 793,

- by voluntary contributions in-hand (programme and staff costs) totalling EUR 4 332 070,
- by mobilization of additional resources as proposed in the Programme of Work and Budget totalling EUR 2 577 755,

which shall be allocated as follows:

Appropriation Line	Euro (note all amounts include both programme and staff costs)			
	Total Appropriation	Regular Budget	Voluntary Contributions in-Hand	New Resources to Be Found
General Operating Expenses	5 929 717	5 212 626	717 091	0
Programme 1: Protecting Cultural Heritage in Times of Conflicts and Disasters	1 479 880	439 606	643 273	397 000
Programme 2: Strengthening Partnerships for Cultural Heritage in Africa	320 677	67 439	213 239	40 000
Programme 3: Integrating Cultural Heritage Conservation in Social, Economic, Urban and Environmental Planning	2 322 704	683 040	1 070 849	568 815
Programme 4: Leading and Innovating Capacity Building in Conservation	1 970 998	615 579	740 199	615 220
Programme 5: Strengthening Awareness and Knowledge of Cultural Heritage and Its Conservation	2 609 651	1 013 319	679 612	916 720
Corporate Communications and Knowledge Tools and Services	1 404 740	1 182 057	182 683	40 000
International Fellowships and ICCROM Internships	258 251	173 127	85 124	0
<b>TOTAL</b>	<b>16 296 618</b>	<b>9 386 793</b>	<b>4 332 070</b>	<b>2 577 755</b>

- authorizes the Director-General to adapt the detailed budget within the global budget framework if appropriate and according to strategic priorities;
- approves the scale of assessment of Member States of ICCROM for the biennium 2018–2019, based on the scale of assessment adopted by the United Nations General Assembly for the years 2016–2017–2018 and adapted to ICCROM specific requirements to take into account the difference in membership between the two organizations in order to derive an ICCROM scale of 100%;
- resolves that new members depositing their instruments of ratification after 30 September 2017 (the date of preparation of the assessments for the 2018–2019 biennium) shall be assessed in accordance with the same formulae used to derive this scale of assessment;
- authorizes the Director-General to incorporate the special voluntary contribution announced by the Government of Italy in the Exchange of Letters dated 17 March 2017 in the amount of EUR 1 million for the implementation of the above-mentioned budget;
- authorizes the Director-General to accept and add to the appropriate lines of the budget approved above, non-earmarked voluntary contributions, donations, gifts, bequests, subventions, and contributions from governments, taking into account the provisions of the Financial Regulations.
- The Director-General shall provide information thereon to the ICCROM Council in writing at the session following such action. Further the Director-General is authorized to carry forward any unspent balance of such additional appropriations to the following budget period.

## **Agenda Item 25. Statements of Delegates and Observers**

25.1 The General Assembly unanimously adopted the following in regard to the RE-ORG programme:

The General Assembly:

- noting that there are approximately 55 000 museums worldwide and, as a result, 55 000 storage areas (also known as deposits or warehouses) in which 90% of the collections are generally located;
- recalling the resolution voted during the 38th session of the General Conference of UNESCO in 2015 on the protection and promotion of museums and collections;
- recalling the resolution voted by the XXVII General Assembly of ICCROM on the poor state of the storage areas, putting at great risk these collections which represent an important part of the moveable tangible heritage of Humanity;
- recalling that all the Member States of ICCROM (and non-member countries) are affected;
- congratulates the countries who have engaged a national policy following this resolution, that have applied this recommendation, that have led to the reorganization of their storage areas and, by consequence, that have ensured the communication of their collections;

- congratulates ICCROM for the strategic actions while noting the magnitude of the task still to be accomplished;
- asks the ICCROM Secretariat to pursue and amplify its corporate actions called the RE-ORG programme;
- encourages Member States, UNESCO, ICOM, national institutions, universities, and foundations to recognize the gravity of the situation and to collaborate in order to find the most adapted solutions to improve the situation;
- congratulates the Member States whose extra-budgetary contributions have helped make RE-ORG possible, and encourages those Member States who have not voluntarily contributed to RE-ORG, and who are capable, to do so.

25.2 The General Assembly unanimously adopted the following in regard to the Tracking Trends programme:

The General Assembly:

- noting the clear need of the cultural heritage sector to provide evidence of its contribution to sustainable development, in order to enhance the visibility and to stimulate policy making in support of cultural heritage and its conservation, in as well as beyond the cultural heritage sector;
- noting the importance of monitoring knowledge gaps, capacity and emerging issues of concern in order to develop strategic and timely responses;
- noting the lack of consolidated data to enable a strategic overview of the cultural heritage sector worldwide that contributes to sustainable conservation strategies within all Member States;
- encourages ICCROM to pursue a long-term “Tracking Trends” programme for data gathering, critical reflection, analysis and dissemination to provide necessary evidence and advice to support capacity building, knowledge sharing and strategic decision making in Member States;
- encourages all Member States, foundations and funding agencies, universities and international and national organizations working in the broad field of the cultural heritage sector, as well as in the fields of economic, social and environmental development and protection, to participate in this programme through the provision of data, technical advice and/or financial support, to develop and sustain the Tracking Trends programme, thus strengthening ICCROM in its role as a focal point for information, knowledge and insight concerning heritage conservation worldwide.

25.3 The General Assembly unanimously adopted the following regarding a new Programme for Africa:

The General Assembly:

- noting ICCROM’s previous long-term commitments to promoting improved conservation practice in Africa through the PREMA and AFRICA 2009 programmes and thanking all previous financial and implementation partners for ICCROM’s work in the region;
- recognizing that a need still exists to strengthen the capacity of heritage professionals working with all types of heritage in Africa, in particular in regard to heritage management, promoting people-centred approaches to heritage conservation and linking heritage protection and sustainable development;
- further noting that the newly approved Strategic Directions of ICCROM have as one of their priority objectives the “Support for Africa’s Cultural Heritage” and that a corresponding programme area has been put in the Programme of Work and Budget 2018–2019;
- requests that the development of this new long-term programme for Africa become a priority activity for the 2018–2019 biennium;
- further requests ICCROM to engage the necessary programme staff to develop this programme as soon as the necessary funding becomes available;
- thanks the Government of France for the announcement of its additional support for ICCROM’s activities in Africa and calls on other ICCROM Member States to provide voluntary contributions to cover the necessary costs for the development and implementation of this programme and supplementary programmes that may arise in the future;
- encourages other interested financial and technical partners both within the region and around the world to provide the necessary assistance for the development and implementation of the programme;
- requests the ICCROM Council to form a working group to provide ICCROM staff with the necessary assistance and to monitor the progress on the development and implementation of the programme.

## **Agenda Item 26. Results of the Election: New Members of Council**

26.1 The General Assembly declares the following candidates for Council, duly elected:

1. Hilde DE CLERCQ (Belgium)
2. Sarkis EL KHOURY (Lebanon)
3. Aglal M. Elzubair EL MALIK (Sudan)
4. Oliver MARTIN (Switzerland)
5. Thembelani NHLABATSI (Swaziland)
6. Isabel RAPOSO DE MAGALHÃES (Portugal)
7. Birgitta RINGBECK (Germany)
8. John ROBBINS (United States of America)
9. Nina SHANGINA (Russian Federation)
10. Julia Antonia VICIOSO VARELAS (Dominican Republic)
11. Gihane ZAKI (Egypt)
12. Kamil ZEIDLER (Poland)

13. Ye ZHU (China)

**Agenda Item 27. Election of ICCROM Representatives to the United Nations Joint Staff Pension Fund**

27.1 The General Assembly unanimously approves the following persons as ICCROM Member of the UN Joint Staff Pension Fund:

- Sandrine GOFFARD (United States of America)
- Gihane ZAKI (Egypt) – alternate

**Agenda Item 29. Adoption of the Report Setting Forth the Decisions of the XXX General Assembly**

29.1 The General Assembly unanimously approves the report of the XXX General Assembly.



## B. DETAILED MINUTES

WEDNESDAY 29 NOVEMBER 2017

### Agenda Item 1. Official Inauguration

The Temporary President of the General Assembly, Ms Patricia Kell (Canada), called delegates to attention, welcoming them to the XXX General Assembly of ICCROM. Ms Kell signalled the main tasks of the Assembly being to elect a new Director-General, elect new Council members and award the ICCROM Award. She invited Ms Villarreal to make her inaugural remarks.

Ms Marcela Villarreal, Director, Partnerships and South-South Cooperation Division, FAO, began by acknowledging her invitation on behalf of the ICCROM Director-General. She then reviewed the FAO mandate to eradicate hunger, noting that FAO provides strategic assistance to Member States to set up the legal frameworks that facilitate hunger eradication. She signalled the evolution of FAO's mandate in relation to the development of the Millennium Development Goals (MDGs) beginning in 2000, in line with which the number of people living in hunger was cut in half in 72 countries within the specified time frame. This marked significant progress even among some of the poorest countries in the world and suggested the need to continue setting policies to end hunger. More recently, in 2015, the new Sustainable Development Goals (SDGs) for 2030 aim to eradicate hunger entirely by that year.

She noted that since the 1990s, the number of people living in hunger had fallen from 1 billion to under 800 million by 2015. However, the most recent FAO annual report, produced in cooperation with WFP, IFAD, UNICEF and WHO, signals a worrying change. In 2015, the number of people in poverty actually increased by 38 million (a number equal to the population of Canada or Poland) to reach a level again above 815 million living in hunger. This increase is linked to numerous factors, including increased conflict and climate change and related induced weather changes. At the same time, other forms of malnourishment are also increasing. Obesity affects 600 million people, or 20% of the EU population, with the associated higher health risks. Overweight persons are now estimated at 2 billion, affecting many countries as well.

FAO recognizes the link between its work and the preservation of culture, particularly with regard to its ongoing commitment to indigenous persons who also reflect an important subgroup of the malnourished, underlining the need to focus on this group. In particular, FAO has placed emphasis on women indigenous leaders, respecting cultural heritage in this context. She invited the delegates to take the opportunity to learn about FAO while at its headquarters and wished the conference success.

At the conclusion of Ms Villarreal's intervention, Ms Kell noted the common interest ICCROM held with FAO with regard to conflict and climate change impacts and thanked FAO for hosting the General Assembly.

Mr Dario Franceschini, Minister of Cultural Heritage Activities and Tourism, Italy, next addressed the GA with the following text:

ICCROM - GA 30 ROD & Provisional Minutes

President, Ministers, Ladies and Gentlemen, I begin by welcoming to Rome the delegates of the 135 Member States of ICCROM who have come here from all over the world. My special thanks go to the organization of ICCROM, which will be looking after you during your three days here. The protection of cultural heritage is a collective responsibility. It is what gives UNESCO its meaning, and it finds renewed expression here. The topic that has been chosen for your discussions this year, "Post-conflict Reconstruction – Recovery and Community Involvement", could not be more timely. It is very much at the forefront of our minds. Every day, in our own homes, we see images of the devastation of cultural heritage that has been perpetrated by various terrorists. This topic is vast and complex not only because of the extent of that destruction but also because we will have to find the more appropriate ways of intervening. Italy is playing its part. We are convinced that no one can exclude themselves from the task of reconstructing the cultural and social identity of those places of conflict. They must be at the centre of attention for our countries. Safeguarding the identifying symbols that forge the histories of peoples is in fact a central concern for everyone.

It was for that purpose that we brought together more than 80 Ministers of Culture at the Milan Expo in 2015. We all gave our approval to the Milan Declaration, as a first sign of awareness of the need to protect a heritage that belongs to the entire world. Subsequently, the constitution of the Unite4Heritage protection team and the Florence Declaration, as the concluding act of the first-ever G7 for Culture, are further steps that Italy has been taking on the Protection of Cultural Heritage.

Furthermore, owing to the commitment of all concerned, an important objective was reached with the passing of UN Security Council Resolution 2347 in March of this year, which calls for the inclusion of a cultural component within the peacekeeping operations. Action has been taken also at the EU level with the High Representative for External Relations, Federica Mogherini, and 23 EU Member States within the Security and Defence Policy.

But we have already been doing concrete activities. We have been to Nepal and to Mexico, and a few days ago, in Abu Dhabi, the General Command of the Italian Carabinieri concluded its training course in "Protecting Cultural Heritage" that it had organized on behalf of the Abu Dhabi Police.

Future forms of further collaboration are also being studied, in particular to establish, on the Italian model, a database of cultural assets that have been illegally removed.

But alongside those activities, which are an integral part of our international relations, we must also be taking symbolic actions, such as the exhibition of an important funerary bust that had been stolen during the sack of Palmyra and was recovered by the Carabinieri Command for the Protection of Cultural Heritage.

Moreover, the reconstruction of the Winged Bull of Nimrud (Iraq) which is now on display in front of the UNESCO headquarters in Paris, completes a reconstruction of the Temple of Bel at Palmyra: a display that has the precise significance of reminding us all of how much work there is to do.

Finally, may I point out the important prize that ICCROM has awarded this year to Mr Giovanni Carbonara, one of the greatest experts in conservation and restoration, who, it gives me pleasure to mention, is working with our Ministry as a member of its High Council for Cultural and Landscape Heritage.

Training is a fundamental aspect of conservation. I would also like to mention the work of the Higher Institute for Conservation and Restoration under my Ministry. It was set up in 1939 and occupies a building right next door to ICCROM, where it is attended by large numbers of foreign students. Within the Higher Institute for Conservation and Restoration, the School of Advanced Specialisation is actively training conservators and is also transferring those skills internationally: to China, Syria, Egypt and Iraq, among others.

I would like to conclude by mentioning that this year marks the 60th anniversary of the agreement between UNESCO and the Italian Government that established ICCROM and provided it with its headquarters in Rome. To renew a commitment that was undertaken at that time, Italy is in the process of refurbishing a prestigious new headquarters. The most essential parts are nearing completion and will enable ICCROM to relocate to its new premises in 2018. Let me express most sincere thanks to Director-General Stefano De Caro for all these years of hard work, and I wish you all every success for the outcomes of this General Assembly. Thank you.

At the conclusion of Mr Franceschini's speech, Ms Kell indicated that his words underlined the challenges commonly faced with ICCROM.

Mr Stefano De Caro, Director-General, ICCROM, then spoke. He thanked Ms Villareal, FAO and the Government of Italy for renewing this agreement for ICCROM headquarters, noting Mr Tafuri, Head of Delegation for Foreign Affairs, and Mr Fabrizio Parrulli, Commander of the Carabinieri for the Protection of Cultural Heritage (CC-TPC), Mr Franceschini and all related Italian scientific institutions. He indicated it was important to recognize the steps forward that have been made. He also greeted the Member State governments and partners such as ICOMOS, IUCN, ICNR and others, as well as the relevant specialized institutions and academic organizations. He then reviewed a number of results for ICCROM had achieved under his directorship.

He reviewed the programmatic, training, cooperative and meeting activities, as well as publication and knowledge management accomplishments over the 2011–2017 strategic cycle and his mandate. Highlights touched on included the development of the ATHAR Centre, the resolution of the headquarters situation with the Government of Italy and the evolution of the ICCROM website and other databases. He also singled out the continuing development of flagship ICCROM trainings, new forms of South-South cooperation in training, new partners, and programmes including with IUCN and Korea, and in Africa. Also noted were the new [ICCROM 2016 Annual Report](#) and its innovative format, the linking of ICCROM's activity with the larger SDG framework and the admission of two additional Member States (Hungary and Ukraine).

Ms Kell thanked the Director-General, noting the Member States had increased from 130 to 150 under his guidance, including the entrance of Ukraine and readmission of Hungary.

Mr Giovanni Boccardi, Chief, Emergency Preparedness and Response, Culture Sector, UNESCO, next spoke as follows:

Excellencies, Ladies and Gentlemen, it is my honour to address you today on behalf of UNESCO, on the occasion of ICCROM's 30th General Assembly. Two thousand seventeen might be looked back at in the future as a critical and historic turning point for ICCROM and UNESCO, and more generally for the protection of cultural heritage.

I believe this is true for a number of reasons. Two thousand fifteen and to a lesser extent 2016 were marked by the rhythm of destructions and looting of invaluable cultural heritage sites in Iraq, Syria and Yemen, keeping the world in shock as we watched – powerlessly – a barbarism that most of us are too young to have witnessed before.

Two thousand seventeen witnessed a shift in the geopolitical context, with less intentional destruction but also important collateral damage as territories were re-taken from Daesh in Syria and Iraq, for example.

As soon as these areas became accessible again, the critical tasks of damage and needs assessment began, together with the planning for emergency safeguarding and protection. UNESCO opened an antenna office in Aleppo and is going regularly to Mosul and the liberated areas of the north of Iraq in order to assist the Iraqi authorities in the rehabilitation process.

This new phase opens up possibilities, of course, but poses also considerable challenges, in particular regarding the issue of the reconstruction of the cultural heritage that was damaged or lost.

Other challenges concern the imperative of addressing the cultural needs of the populations affected by the conflicts, including those who are displaced, to find ways of ensuring the continuity of their rights to access their heritage and participate in the cultural life of their choice, and ultimately of ensuring that the rehabilitation of cultural heritage contributes to social recovery and reconciliation.

Dealing with these challenges implies a shift from a focus on the preservation of the material aspects of cultural heritage to a concern for the human dimension, and the relationship between people and their culture in general as a humanitarian, human rights and security issue.

That heritage is not just a cultural concern, but has deep implications for the security and the resilience of communities, was made clearer than ever last March when the UN Security Council unanimously adopted Resolution 2347, at the initiative of Italy and France, the first ever resolution to deal exclusively with the unlawful destruction and looting of cultural heritage in conflict situations.

This historic resolution echoes the Strategy adopted in 2015 by UNESCO's General Conference on the protection of culture and the promotion of cultural pluralism in conflicts, as well as other landmark resolutions such as the one adopted by the Human Rights Council last year on the intentional destruction of cultural heritage. It is in the same spirit, moreover, that the International Criminal Court sentenced in 2016, for the first time, an individual for war crimes related to the destruction of the cultural heritage of Timbuktu and ordered a compensation for the victims of his acts.

In addition to threats from conflicts, cultural heritage is increasingly impacted by disasters caused by natural and human-induced hazards. The succession of hurricanes in the Caribbean over the summer, as well as the earthquakes in Mexico, Costa Rica and the Iran–Iraq border confirm this trend, and we have all reasons to assume that culture, and cultural heritage, will continue to be

affected – but may not necessarily be on everyone's priority list for preparedness and response. The Addendum to the UNESCO Strategy on Culture in Conflict concerning disasters, adopted by our General Conference last month, has anchored this concern at the heart of UNESCO's priority policies.

Against this scenario, ICCROM and UNESCO, already bound by their common objectives and strong cooperative ties for decades, decided to sign a Memorandum of Understanding last month in Paris. This landmark agreement will no doubt further reinforce our Organizations' joint endeavours and contribute to addressing the mounting threats to cultural properties worldwide with renewed efforts.

Beyond activities to implement the World Heritage Convention, the agreement is of course deeply marked by the contemporary challenges we face, and notably the destruction of cultural property in armed conflict, disaster risk management, illicit trafficking in heritage objects and new risks to intangible cultural heritage.

This cooperation is critical. As our former Director-General Irina Bokova recognized when she launched the Global Coalition "Unit for Heritage" at the World Heritage Committee in Bonn in 2015, more work needs to be done, and it cannot be done by any one organization individually. This is true in general but particularly in the context of the emergency situations we face ever more frequently – cooperation must be reinforced, information shared better and the comparative advantage of individual stakeholders leveraged.

In this context, I have looked at ICCROM's Programme of Work and Budget for the upcoming biennium and what I see is of course the strong strategic alignment of our two organizations. The three new Strategic Directions – particularly on the protection of cultural heritage in times of crisis – are in clear sync with the contents of the Programme and Budget for the coming biennium that UNESCO's General Conference adopted just a few weeks ago for culture.

Indeed, from 2018, we will have an additional, crosscutting Expected Result focusing on emergencies – "Culture protected and cultural pluralism promoted in emergencies through better preparedness and response, in particular through the effective implementation of UNESCO's cultural standard setting instruments." UNESCO's role concerning the protection of culture in emergencies will be deepened, in particular through the implementation of the Strategy on Culture in Conflict, as well as internationally agreed disaster risk preparedness and response mechanisms such as the Sendai Framework. All of this will be done through actions taken both at the policy level, by supporting the integration of culture into relevant strategies and frameworks, including within UN peace operations, and at the technical level through support provided to affected Member States via the six Cultural Conventions.

A second Expected Result transversally addresses the 2030 Agenda, through the culture conventions and recommendations, which will be used as platforms to promote and support a culture- engaged implementation of the 2030 Agenda by Member States. The focus will be on policy support, capacity building and monitoring. I see that sustainable development is given an equally important place in ICCROM's future programming.

But ICCROM's Programme of Work and Budget for the upcoming biennium not only highlights the strategic alignment of our organizations. It also underlines our strong complementarity that we hope will prove beneficial to the protection of cultural heritage – but also to our respective resources.

Let me give the example of an activity that underlines the relationship between ICCROM and UNESCO – we are currently working together on a Course on First Aid to Cultural Heritage in Times of Crisis, to take place in Bamako in Mali and targeting African experts in cultural heritage. In this training course, ICCROM will bring in its renowned expertise and long-lasting experience in capacity building, while UNESCO, as the standard-setting UN agency for culture, provides the policy framework and the financial resources to enable the piloting of this training and the planning for its roll-out in other regions of the world – all of this contributing to the implementation of the aforementioned Strategy on Culture in Conflict.

I am pleased to see that this particular activity is also reflected in Objective 2 of ICCROM's proposed Strategic Direction 1. Let me add that Africa is also one of UNESCO's two Global Priorities for all sectors, along with Gender.

Ladies and gentlemen, we stand currently at the juncture between unsettling conflicts and their unprecedented effects on our world's cultural heritage on the one hand and on the other the extraordinary tasks of rehabilitation and reconstruction that lie ahead. We already see the policy, research and innovation landscape take up these contemporary challenges – just look at the incredible potential of 3D digitalization and modelling, which, may I add, we are fortunate to see on the sides of this Assembly as well with the exhibition of the Associazione Incontro delle Civiltà, chaired by Mr Rutelli.

You have of course recognized these pressing issues, and I am pleased that we will have the opportunity to discuss and exchange at length on this in the context of the thematic discussion on “Post-conflict Reconstruction – Recovery and Community Involvement”. I very much look forward to this two-day event, which will provide a great opportunity to learn from past experiences – Bosnia, Mali and Beirut are only a few of these.

The discussions will certainly also provide meaningful pointers for the International Expert Meeting on Reconstruction that will take place in Warsaw in May of next year. Proposed by Ms Magdalena Gawin, Minister of Culture and National Heritage, it will be co-organized by Poland and the World Heritage Centre and bring together all critical actors, including to exchange on ongoing research and guidance developed on the subject – I am thinking here of the White Paper on City Reconstruction currently being developed by the World Bank and UNESCO, and ICOMOS, and guidance on Post-trauma Recovery and Reconstruction for World Heritage Cultural Properties, and of course of the Symposium on Post-conflict Reconstruction of Historic Cities organized by ICCROM at the new Louvre-Lens.

As I stated at the beginning of my intervention, I feel that in a generation from now we will look back to the current years as the moment when the cultural heritage field went through a major change. A change resulting from a crisis, but which also put heritage firmly at the heart of fundamental issues: peace, security, sustainable development.

UNESCO and ICCROM, together, have in front of them a major task, but also a great opportunity, each from its own perspective: developing the policies, partnerships and tools required to face these new challenges and reaffirm once more the relevance of culture and heritage for our societies. We look forward to working with the new Director-General and his staff over the coming years to implement our Agreement and achieve its very important goals.

Let me conclude on a more personal note by saying that I look very much forward to the discussions over the coming days and that I am pleased to see so many colleagues of the cultural community come together here – it is truly an indicator of the good cooperative spirit and deep ties that exist between our organizations, and we should take this as an encouragement for the future. Thank you.

Mr Francesco Rutelli, President of the Associazione Incontro di Civiltà, introduced the exhibition on Palmyra, which was carried out in conjunction with the Carabinieri Command for the Protection of Cultural Heritage. He signalled it was part of a multilateral international campaign as indicated by Mr Franceschini, which was very important for Italy, which had a special vocation with regard to cultural heritage. He noted that Mr Franceschini had already emphasized the political will behind this. However, he also noted the grass-roots efforts by scholars and ordinary people that believed in cultural heritage as a vital issue. The campaign aimed to raise awareness at a dramatic moment when deliberate destruction of heritage has returned to the contemporary world. He noted the role of ICCROM in the scientific cataloguing of the risk of deliberate destruction due to natural disasters, consequences of climate change in coastal areas and the like.

He noted that the part of the ceiling from Palmyra in the current exhibition has been destroyed. He also noted the exhibition included an article recovered by the Carabinieri in cooperation with other countries which was trafficked on an illegal market and the need to take action against this illicit activity. He also noted that the FAO headquarters were located close to the Circus Maximus, which had been a larger stadium holding thousands of people. However, it had over time become a pit from which much of the marble from which many of the churches in Rome had been constructed. Similar sites in Rome had been destroyed over time to build other locations in the city. As such Rome has always been rebuilt and refurbished, but today we have the responsibility to reconstruct what has been destroyed.

He also noted that deciding how to do this reconstruction is very complex and is a job for ICCROM, UNESCO and the world community. The world society and institutions have to show the political will to act together in this.

Ms Kell, Temporary President of the General Assembly, closed the inaugural session by repeating the invitation to Member States for nominating members to participate in the candidates and credentials committees. She noted that members would be required to be absent from the GA for the committee meetings and thus encouraged delegations with more than one member to make nominations. Ms Kell then declared the end of the official inauguration.

## **Agenda Item 2. Opening of the Exhibit. Palmyra: Rising from Destruction**

Mr De Caro, Director-General of ICCROM, opened the exhibit of reconstructed or recovered heritage objects sponsored by the Incontro di Civiltà Association and the Carabinieri Command for the Protection of Cultural Heritage. Mr Francesco Rutelli, president of the Incontro di Civiltà Association, provided an introduction, and remarks were made by Mr Fabrizio Parrulli, Commander of the Carabinieri for the Protections of Cultural Heritage (CC-IPC).

### **Agenda Item 3. Election of the President and Three Vice-Presidents for the XXX Session of the General Assembly**

Ms Kell conducted the voting for the Members of the President, Vice-Presidents (3) in a single vote via voting card.

Ms Anne Nyhamar of Norway was unanimously elected President.

The following individuals were unanimously elected as Vice-Presidents:

- Ms Zoe Reid (Ireland)
- Mr Thembelani Nhlabatsi (Swaziland)
- Mr Sarkis El Khoury (Lebanon)

Ms Nyhamar then assumed the chair as President, and the Vice-Presidents took the podium as well. Ms Nyhamar thanked her predecessor, Ms Park, the Vice-Presidents and the delegates for her election.

### **Agenda Item 4. Election of the Committees**

#### **a) Credentials Committee**

Ms Nyhamar called for election by acclamation for members to the Credentials Committee, which was concurred by delegates through applause. The General Assembly thus unanimously elected the candidates proposed by the following countries:

- Finland
- Mexico
- Netherlands
- France
- United States

#### **b) Candidatures Committee**

Ms Nyhamar called for election by acclamation for members to the Candidatures Committee, which was concurred by delegates through applause. The General Assembly thus unanimously elected the candidates from the following countries:

- Canada
- Estonia
- Tunisia
- Argentina
- United Kingdom

Ms Nyhamar requested the Committees to retire from the Assembly to carry out their work. Committee members left the Assembly to that end with ICCROM's legal advisor Mr Pucci.



## Agenda Item 5. Acceptance of the Observers

The following observers were unanimously approved with a show of hands to its XXX Session:

- Non-Member State Observers
  - Holy See (Vatican City State)
  - Hungary
  - Palestine
- Partner Institutions
  - Alvar Aalto Foundation
  - Arab Regional Centre for World Heritage
  - Ars Civilis Foundation
  - Asia-Pacific Cultural Centre for UNESCO – ACCU
  - Associazione Incontro di Civiltà
  - Comando Carabinieri Tutela Patrimonio Culturale
  - Consiglio Nazionale delle Ricerche – ICVBC
  - E.C.C.O. – European Confederation of Conservator-Restorers' Organisations
  - Getty Conservation Institute
  - HERITY
  - ICCM
  - ICOM-CC
  - ICOMOS ITALIA
  - IRCICA
  - ISESCO
  - Istituto Veneto per i Beni Culturali
  - Ministero dell'Interno – Istituto Superiore Antincendi
  - Presidenza Consiglio dei Ministri – Protezione Civile
  - Sharjah Museum Authority
  - UNIDROIT
  - World Association for the Protection of Tangible & Intangible Cultural Heritage – WATCH
- ICCROM Council Members
  - Marie Lavandier (Chair of Council)
  - Virgilio A. Reyes
  - Representative of the United Nations Educational, Scientific and Cultural Organization
  - Representative of the Istituto Superiore per la Conservazione ed il Restauro
  - Representative of the International Council of Museums
  - Representative of the International Council on Monuments and Sites
  - Representative of the International Union for Conservation of Nature
- Organizations

- League of Arab States
- Independent Consultants
  - Calogero BELLANCA
  - Tommaso DELLA LONGA
  - Ulrich Kevin KIANGUEBENI
  - Joël IPARA MOTEMA
  - Elena SERGEEVA
  - Georgios TAVLARIDIS

#### **Agenda Item 6. Adoption of the Agenda (GA 30/01)**

The agenda was adopted.

#### **Agenda Item 7. ICCROM AWARD (GA 30/03)**

Ms Nyhamar gave the floor to Ms Lavandier, Chair of the Council, who succeeded to Ms Reid, who chaired the Award committee. Ms Reid reviewed the history and purpose of the reward. She invited this year's winner, Mr Carbonara, to receive the Award, and Ms De Clercq, Council member, read the laudation

Ms De Clercq provided a brief review of Professor Carbonara's background and achievements. Prof Giovanni Carbonara was emeritus Director (1995–2013) of the Post-Graduate School for the Study and Restoration of Monuments at La Sapienza University of Rome. He has been engaged with ICCROM for nearly 50 years, from the time of his involvement as course participant on the Architectural Conservation Course (ARC) in 1968. He has collaborated on teaching and training activities as well as contributing to conferences and publications. As full professor at La Sapienza since 1980, he has taken part in intensive academic and cultural exchanges. His work with ICCROM, which formed part of the educational programmes, consisted of organizational activities and collaboration on the restoration courses at ICCROM related to the subjects included in the curriculum of the Post-Graduate School for the Study and Restoration of Monuments.

In addition to his well-appreciated contributions on ICCROM courses (teaching and coordinating from 1975), and his career at La Sapienza University of Rome, which spanned many decades, Carbonara has lectured internationally in France (École de Chaillot – Cité de l'Architecture et du Patrimoine), Greece (Scuola archeologica italiana di Atene, or Italian School of Archaeology of Athens), and Spain (Universitat Politècnica de Catalunya, or Polytechnic University of Catalonia). Carbonara has furthermore authored extremely numerous professional publications on monument restoration, including the multi-volume sets *Trattato di restauro architettonico* and *Atlante del restauro*, which are reference texts in the field. He has collaborated on complex and delicate restoration projects for some of the most famous monuments in Italy.

Ms Lavandier presented the Award.

Professor Carbonara thanked ICCROM and council. He noted he was particularly glad and proud for this recognition and to follow in receiving the Award which had been given to other of his predecessors and colleagues. As an architect, he noted that the Award linked him again with his activity that had originated in ICCROM where he trained and took a diploma under Harold Glenderhyde along with his Degree in July 1969. He noted the great collaboration which existed at that time.

He also indicated that it was this experience that gave rise to his commitment to monuments and sites and later work as a consultant to the Italian Ministry of Culture and his university career. He also noted currently taking part in a government commission that is providing guidelines for cities and towns hardest hit by the recent earthquakes, which like wars have similar devastating impacts. ICCROM's contribution in this context is important in order to find a satisfactory way for reconstruction. He noted this task has been continued by many of his pupils and others he has trained.

He saw the Award as a symbol that his commitment and saving of even one monument or earthquake-affected area had not been useless and renewed his thanks to the organizers and wished the proceedings success.

#### **Agenda Item 8. Report of the Credentials Committee (GA 30/04a)**

Ms Magar, Chair of the Credentials Committee, reported that the majority of Member States complied with Rule 16 of GA and had valid credentials.

The General Assembly unanimously adopted the report of the Credentials Committee and agreed that the following Member States, which sent their credentials by fax, would be allowed to vote, on an exceptional basis in accordance with Rules 16 and 48.1 of the Rules of Procedure of the General Assembly, having assured the Credentials Committee that the originals of their credentials would be forthcoming:

- Austria
- Brazil
- Burkina Faso
- Croatia
- Guatemala
- Iran (Islamic Republic of)
- Iraq
- Ireland
- Italy
- Japan
- Korea (Republic of)
- Myanmar
- Norway
- Pakistan
- Peru
- Romania
- Saudi Arabia

- Serbia
- Sudan
- Syria
- Tunisia
- Turkey
- United Kingdom

The General Assembly, noting that the following Member States have indicated that their credentials will be arriving shortly, unanimously decided to put the credentialing of those Member States on hold:

- Jordan
- Mozambique
- South Africa

Subsequent to the completion of its first report, the Credentials Committee submitted an addendum, stating that:

- Zambia presented its credentials and complied with the requirements of Rule 16 of the Rules of Procedure of the General Assembly and was therefore deemed to be allowed to vote.
- Jordan submitted its credentials as scanned email attachments. Therefore, as the Credentials Committee, understanding that the originals will be forthcoming, deemed that Jordan be allowed to vote on an exceptional basis in accordance with Rule 16 and 48.1 of the Rules of Procedure of the General Assembly.
- Venezuela submitted its credentials as scanned email attachments. The Committee noted that the Member State is in arrears with its contribution and that therefore its position would be examined by the General Assembly under Item 9 of the agenda.

#### **Agenda Item 9. Report on Assessed Contributions in Arrears (Application of Article 9 of the Statutes) ([GA 30/05](#))**

Mr Martin, Vice-President of the ICCROM Council for Administration, reviewed the three categories of Member States that were in arrears according to [Article 9](#) of the ICCROM statutes.

These included:

1. Arrears for current and past calendar year: Bangladesh, Brazil, Malawi and Honduras. Their total amount of the contributions to ICCROM that have fallen due and that have not been paid by these Member States exceeds the amount of their contributions payable for the current calendar year and the immediately preceding calendar year. As such the indicated sanctions were that they lose their right to vote in the General Assembly and their right to propose candidates for membership on the Council.
2. Arrears for four consecutive years: Mauritania and Venezuela. These Member States have omitted to pay their contributions that have fallen due during four consecutive calendar years. The

ensuing sanctions indicated that these countries shall additionally cease to be entitled to receive any services from ICCROM.

3. Arrears for six consecutive years: Mozambique and Senegal. These Member States have omitted to pay their contributions that have fallen due during six consecutive calendar year. The associated sanctions indicate that they shall be suspended from ICCROM.

The GA then proceeded to discuss the application of Article 9 in the above cases, and Ms Nyhamar offered countries facing sanctions an opportunity to take the floor.

The delegate from Venezuela expressed concern about the situation. He stressed the importance of ICCROM for activities and support in the country. He stressed their commitment to fix the situation as soon as possible. He asked the GA to consider the situation and to allow Venezuela to continue to receive the support of the institution.

Ms Nyhamar requested showing the slide again with details for Venezuela and asked the Venezuelan delegate if they had submitted a payment plan per the specified procedures of Article 9.

The Venezuelan delegate indicated this had not yet been submitted but that consultation was occurring with the Ministry of Culture and institutions involved to make the plan. However, it had not yet been completed.

Ms Nyhamar asked the Venezuelan delegate if he could outline the special circumstance affecting his country.

The Venezuelan delegate indicated the restructuration in internal administration occurring in the country and that the economic circumstances were not the best at this moment.

Ms Nyhamar responded that the rules as explained by Mr Martin, VP of Council, were clear. She then asked if there were any objections within the GA to the application of the rules to Member States in arrears.

Mr Bruno Favel, Head of the Department of European and International Affairs, Directorate General of Heritage, Ministry of Culture and Communication of France and delegate from France, objected and requested permission to intervene. He felt that there was some lack of clarity in that many countries were not present and could not contest their ability not to pay for arrears. He requested excluding countries not represented in the room. He signalled France's ties to Senegal, which led him to request further explanation of the legal basis for why Senegal would be excluded.

Ms Nyhamar consulted with Mr Pucci, ICCROM's Legal Advisor, to respond and requested Mr Martin come to the podium as well.

Subsequent to this consultation, Ms Nyhamar indicated that the application of Article 9 is very clear. These provisions apply automatically to the three situations signalled by Mr Martin. In this context, the role of the GA is to consider requests if Member States in arrears indicated why they cannot pay and present a payment plan. Only at that point may the GA decide to suspend the provisions of Article 9. Whether or not a country is present at that time is not relevant.

In that regard, Senegal did not present a payment plan, nor did any of the other indicated countries. Given the lack of repayment plan, the legal situation is such that the Assembly has no reason not to apply the provision. She stressed the importance of having a repayment plan and that such plans had not been received from any country in arrears. Clearly only upon presentation of such a plan can there be suspension of the provision of Article. She inquired if the delegate from France was satisfied.

Mr Favel asked again if it is possible to exclude countries not present. He indicated that he felt obligated to ask these questions given France's ties with Senegal.

Ms Nyhamar then asked the Assembly to indicate their approval of sanctions against the Member States in arrears as specified according to Article 9 and summarized by Mr Martin at the outset by voting card.

The Assembly agreed to the application, with Sudan voting against and no abstentions.

Ms Lavandier requested clarification. She inquired if the decision just taken did not necessarily apply to the full mandate of biennium but can be reconsidered at any time pending payment by a concerned state.

The delegate from Algeria noted that whether the rules apply or not may depend on the way the question is posed but that no delegation can dare not to apply the rules. He suggested the need for evaluation in relation to their contributions. He also suggested a need to assess the process by which states apply and that there is a need to listen and understand what process is necessary to make payment. He agreed that the rules need to be applied strictly.

Ms Nyhamar thanked the General Assembly for their patience on this important and delicate matter.

#### **Agenda Item 10. Welcome to New Member States ([GA 30/02](#) and [02a](#))**

Mr De Caro, the Director-General, welcomed the new and returning Member States the Ukraine and Hungary, respectively, who were applying for admission to the GA. He noted that the readmission of Hungary required GA approval. He signalled that Hungary fully met conditions for readmission and called for the admission of Hungary by all delegates present. He noted this required a majority of 23 present and voting Member States and would take effect on the date they decide to readmit the country. He then requested a vote be taken by vote card.

Hungary was unanimously voted to be readmitted, and Ms Nyhamar invited the Hungarian delegate to stand and take an official seat. The member stood and was applauded while taking the official seat. The Hungarian delegate then thanked the President.

**Agenda Item 11. Agreement between ICCROM and the Italian Government for Amendment of Article 11 of the Headquarters' Agreement Law, 11 June 1960, n. 723 ([GA 30/11](#))**

Mr De Caro, the Director-General, noted that he was authorized by the GA to negotiate with the Italian Government with regard to the taxation and headquarters agreements. He noted that he had conducted these negotiations and received a proposal for a new treaty between ICCROM and Italy amending the previous agreement. This had taken the form of an exchange of letters. The content of the exchange of letters was approved by the 88th Council and covers the financial obligations of Italy and juridical obligations which will start to apply or be granted to the staff of ICCROM in terms of privileges and immunities.

He noted that following approval by the Council, Italy had started the process of ratification of the agreement through a parliamentary follow-up and a draft law which had been approved by Chamber of Deputies several days before. Currently, he noted it is in the Senate for approval, which was assured.

This was the agreement which ICCROM had signed on 17 March of this year, as approved by Council and authorized by the GA. After parliamentary ratification, it will come into effect automatically and will be immediately implemented by the regulatory organizations. It will be valid from the Italian Government point of view once it is published in the Journal of the Republic after signature by the President of the Republic.

Ms Nyhamar provided some additional background explaining that the 2013 GA had approved unanimously to authorize the Director-General to start negotiation to allow national employees to be exempt from taxation per the existing document which Italy is currently approving.

She asked the GA to acknowledge the exchange of letters which represented the agreement and congratulated the Italian Government for their efforts to resolve this issue.

The GA acknowledged the exchange of letters and applauded.

**Agenda Item 12. Adoption of the Minutes of the XXIX Session of the General Assembly ([GA 29/Min](#)) and Ukraine Intervention (not on the agenda)**

Ms Nyhamar requested adoption of the minutes of the previous GA XXIX by show of hands, and the minutes were adopted in current form or as is. She also welcomed the Ukraine and gave them the floor.

The delegate from Ukraine gave some background on several restoration projects in Ukraine as he had been since 1983 director of the national research project institute in Ukraine. He noted that many monuments had been restored in the Ukraine, which was one of the oldest and largest countries in Eastern Europe.

He noted that many monuments were left by different ethnic groups in the country and there was much to be saved. However, there is a problem at present since the state budget for this has now been refused and there is a need to find other sources. He noted that a law had been developed that will allow private investment in restoration. He looked forward to getting consultation from ICCROM in this regard. He noted a conference had been organized in Ukraine at the end of October 2017 on underground historical spaces and the influence of pollution. He noted he had tried to invite participants from ICCROM, but the GA preparation made it difficult for them to attend. He hoped they could participate in future occasions. He noted that the Ministry of Culture was now headed by the national coordinator for ICCROM.

#### **Agenda Item 13. Report of the Committee on Candidatures for the Council (GA 30/04b)**

Ms Nyhamar called the chairperson of the Candidatures Committee to the podium, Mr Hadj Said. He indicated that the Committee declared the candidates on the list as eligible for the 31st to the 33rd session. Four candidatures were received by 4 November and one was received afterward but was rejected. Thirteen candidatures were thus accepted. According to the GA [Rules of Procedure](#), candidatures must be received at least 15 days before the GA. He noted that in the future, the date and place of birth were not to be indicated in the declaration on the required form.

#### **Agenda Item 14. Presentation of the Candidates for Council**

The candidatures presented and unanimously upon recommendation by the report of the Committee on Candidatures for the Council were:

1. Hilde DE CLERCQ (Belgium)
2. Sarkis EL KHOURY (Lebanon)
3. Aglal M. Elzubair EL MALIK (Sudan)
4. Oliver MARTIN (Switzerland)
5. Thembelani NHLABATSI (Swaziland)
6. Isabel RAPOSO DE MAGALHÃES (Portugal)
7. Birgitta RINGBECK (Germany)
8. John ROBBINS (United States of America)
9. Nina SHANGINA (Russian Federation)
10. Julia Antonia VICIOSO VARELAS (Dominican Republic)
11. Gihane ZAKI (Egypt)



12. Kamil ZEIDLER (Poland)
13. Ye ZHU (China)

Ms Lavandier thanked the Committee and Council for their work. She noted the election would take place in a later session. She reminded Member States of the mission of Council, which was an important mission. It consists in defining long-term policies and controlling budget. It also meets once per year. Half of the Member States are involved and serve a term of four years. She thanked candidates and reinforced that their countries commit to supporting them and allowing them to fulfil their four-year mandates and that they accept their duties.

Ms Nyhamar noted that the CVs of candidates will be circulated to delegates in preparation for the vote.

#### **Agenda Item 15. Director-General's Appointment (Closed Session)**

The Council's recommendation for Director-General, Mr Webber Ndoro (Zimbabwe), and draft contract were submitted by Council to GA delegates during this closed session for approval. The Rapporteur was not present and thus no notes were taken.

Mr Ndoro completed a BA in History at the University of Zimbabwe in 1982, a Master of Philosophy in Archaeology in 1987 from Cambridge University, and a Master in Architectural Conservation from York University. His formal education was completed at Uppsala University where he obtained a PhD in Heritage Management in 2000. Mr Ndoro is currently Director of the African World Heritage Fund (AWHF) and Associate Research Fellow at the University of Cape Town, South Africa. He was the 2016 recipient of the ICCROM Award for his outstanding contribution to the field of cultural heritage conservation and to the development of the institution.

At the conclusion of the closed session, Ms Nyhamar reported the approval of the election of Mr Webber Ndoro as the next Director-General of ICCROM by ICCROM's XXX General Assembly and his leadership of ICCROM over the next six years.

Mr Ndoro then briefly addressed the Assembly, expressing his gratitude for the appointment and his recognition of his predecessor, Mr De Caro.

The delegate from Zimbabwe spoke to congratulate the new Director-General. He thanked the other delegates for their confidence in Mr Ndoro, a national of Zimbabwe.

Mr Bruno Favel, Head of the Department of European and International Affairs, Directorate General of Heritage, Ministry of Culture and Communication of France and delegate from France, congratulated Mr Ndoro on his selection and expressed approval that an African candidate had been chosen by the GA. He hoped this would encourage respect for the linguistic and other diversity of the GA. He also hoped the new President would promote respect of these diversities

in joint work to be built universally around a universal programme. The French also wished success and expressed thanks Mr De Caro for his work for the organization. He requested applause for Mr De Caro, and the delegates applauded.

Ms Nyhamar closed the day's session.

THURSDAY 30 NOVEMBER 2017

### **Agenda Item 16. In Memoriam**

Mr De Caro, the Director-General, asked for a moment of silence for these colleagues who had passed away during the last year:

- Sok An (1950–2017)
- Roberto Conforti (1938–2017)
- Jean-Paul L'Allier (1938–2016)
- Maurizio Marabelli (1934–2017)
- Vann Molyvann (1926–2017)
- Abdallah Hamad Muhareb (1946–2017)
- Sylvio Mutal (1932–2017)
- Colin Pearson (1941–2016)
- Walter Persegati (1920–2017)
- Paul Philippot (1925–2016)
- Josef Riederer (1939–2017)
- Donatella Zari (1949–2016)

### **Agenda Item 17. Report on the Strategic Cycle 2011–2017 and Report on the Programme Implementation 2016–2017 ([GA 30/07](#) and [2016 Annual Report](#))**

#### **a) Report by Mr Stefano de Caro, the Director-General**

Mr De Caro reviewed the programmatic, training, cooperative and meeting activities as well as publication and knowledge management accomplishments over the 2011–2017 strategic cycle and his mandate. Highlights touched on included the development of the ATHAR Centre, the resolution of the headquarters situation with the Government of Italy, and the evolution of the ICCROM website and other databases. He also singled out the continuing development of flagship ICCROM trainings, new forms of South-South cooperation in training, new partners, and programmes including with IUCN and Korea, and in Africa. Also noted were the new Annual Report format, the linking of ICCROM's activity with the larger SDG framework and the admission of two additional Member States (Hungary and Ukraine).

#### **b) Presentation of the New Format of the 2016 Annual Report and Website**

Mr Paul Arenson, Manager, Knowledge and Communication Services, presented an overview of the [ICCROM 2016 Annual Report](#), [new Drupal website](#) available in English, French and Italian, and knowledge management activities. The text of his presentation follows:

Delegates of the General Assembly. My name is Paul Arenson, Manager of Knowledge and Communication Services at ICCROM. This is an overview of the Annual Report 2016 on your desks, focusing on the rationale behind it. A series of elements in it are part of a more general strategic approach to communicating about what ICCROM does, for whom, why and to what effect.

The Report has a fresh look and feel, with a classic and clean design. Compelling photographs give a sense of the excitement and beauty of heritage worldwide. The document has been planned to be engaging and above all visually appealing, with donors in mind – not only traditional donors, the Member States and other partners for whose support we continue to be grateful, but also large-scale funding organizations and the general public.

The Report reflects a shift towards results-based management, in which ICCROM justifies its activities by measuring and reporting on impact indicators that underline the effect we've had in the field.

The Report is restructured along horizontal service lines. We didn't subdivide by Programme, Unit or Service, as in the past. This Report uses broad headings including Training, Knowledge, Cooperation, Public Information and Advocacy, and Governance/Partnership. These align with the five main areas of activity at ICCROM and show how ICCROM continues to meet all these goals.

The Report's editorial and design approach are in line with international best practices. We took inspiration from the reporting of other international organizations that work towards global sustainable development. These include the UNHCR, or UN High Commission on Refugees, and the OECD, or Organisation for Economic Co-operation and Development.

To increase the engagingness of the document, we've developed a series of new features that I will present a bit later.

Previous Annual Reports were written and designed in house or with only local support. For 2016, we went much further afield to obtain the best and most experienced talent, to develop a truly professional communications product that puts ICCROM on the map. These include selecting photographs from award-winning National Geographic photographer Reza Deghati based in Paris, France, to illustrate and beautify the report; graphic design by Column Five Media, an award-winning visual communication agency with offices in Brooklyn, United States; and an external writer and communications strategist with a substantial track record in reporting for international and development organizations in a results-based management environment.

New and improved features include a "Looking Forward" section that focuses on upcoming directions for the Organization; better designed and cleaner tables and charts to present financial information; and a clear overview of major highlights and milestones for 2016. A series of graphic icons provide indicators of activity and impact towards results-based reporting.

Special feature articles with a journalistic touch focus on a one aspect of ICCROM's activities, using storytelling to make them vivid and tangible. The Suakin Restoration project in Sudan is pictured. We've also featured the CollAsia course in Guatemala as an example of South-South collaboration and a riveting interview from a heritage official in Shibam, Yemen, recounting a bomb blast near the old city walls.

This Annual Report is a grounding element in a robust reporting cycle intended for funders and donors. The Annual Report covers impact from the previous year and is published when accounts

close for reliable financial reporting. The indicator icons echo monitoring and reporting of ICCROM's work towards Strategic Development Goals.

The Programme of Work and Budget outlines programme priorities and associated costs for the upcoming biennium, and includes performance goals and indicators.

The forthcoming Global Appeal, still to be produced, highlights innovative programmes requiring funding and additional resources to be implemented. This Global Appeal is a key resource mobilization tool that specifies project activities to be carried out if stated funding levels are met.

Complementing this cycle of reporting are the auditing processes which provide stakeholder assurances of ICCROM's reliability and credible use of entrusted funds.

The result is a professional Annual Report ideal for fundraising and outreach. It is inviting and reader-friendly, with results impact and financial standing more readily detectable. As such it is an ideal reporting tool for stakeholders, with much more room for vivid storytelling around ICCROM's work and impact.

The newly envisioned Report helps position ICCROM as a fully up to date and modern international organization, and also grounds forthcoming strategic communications efforts.

These include ICCROM's newly revamped website using Drupal technology, which has just been beta-launched. The website also boasts a new look and new features, including an Arabic parallel site, therefore increasing the number of languages on ICCROM's main page to four. We added Italian early in 2016, a step which contributed significantly to increasing traffic to our website.

The website is both our calling card and the shop window on ICCROM. Users often judge an institution's credibility on the quality of the website experience alone. As our primary communications and fundraising tool, we've geared the website must give a clean, up-to-date and highly professional impression. Institutions commonly redesign their websites around the four-year mark to take advantage of new technological developments.

ICCROM's web redesign has given us the opportunity to review our content and the marketing of ICCROM and its programmes, introducing a more modern look and feel and a more dynamic presentation. This new Drupal website also aligns ICCROM with the communications strategies of many international organizations. This overall strategy seeks to engage a new kind of stakeholder, including large-scale donors who are very used to the Drupal environment, and indeed have come to expect it in the organizations they choose to support.

The website is now in beta-launch while we test it and gather feedback from our community. We invite you to explore! We're planning the main launch for mid-December. Thank you.

### **c) Report on Programme Implementation 2017 (GA30/07)**

#### **i. Ms. Alison Heritage, Heritage Science Officer, Collections Unit**

Ms Heritage presented an overview of the use and collection of data and research in heritage science in the context of ICCROM entitled "Gaining Insight: Harnessing the Power of Data to Support Strategic Thinking". The text of her presentation is as follows:

Excellencies, distinguished delegates – good morning. We live in the information age. Digital data touches almost every part of our daily lives, and today, data and technology offer significant new opportunities for strategic insight to empower us in making choices.

But new opportunities also bring new responsibilities. While public institutions have a responsibility to make data available, nevertheless data on its own is not necessarily informative. It needs to be contextualized to support understanding. We have to ask: what lies behind the data?

In heritage conservation, we produce a lot of data – but it is not connected – we don't have an overview of our sector. We only have a fragmented and incomplete picture. We are effectively in the data gap.

For many years ICCROM has collected information about heritage conservation. In the past, it was really laborious, but it's getting easier: with better tools to collect and analyse it, we can do new things with it. We're at the end of a six-year strategic cycle. Amongst its milestones was the Forum on Conservation Science, which emphasized the importance of evidencing societal benefit and having a message to communicate. You have to assess the impact of your work. But this doesn't just apply to heritage science – it applies to heritage conservation in general. It means evidencing who we are and what we do.

This point was also made at the last General Assembly: how can you address something when you don't measure it? Accordingly, ICCROM has explored new ways of collecting and using data. The first study focused on research impact. Impact is notoriously difficult to evidence. It is complex; it takes time. For heritage science, impact is realized through intermediaries in heritage practice. How can we trace this? We started by examining what research produces: namely, publications.

There are many different ways to 'read' the literature. We scanned over 8 000 heritage science articles published over the past 20 years. Step one: We analysed the citations. Here you can see the dramatic rise in the quantity of publications – more than nine times over 20 years. What you can also see is the increase in co-authors. Research is getting a lot more collaborative. Step two: digging further into the data we can identify changes in topic focus. Here you can see while some topics, such as treatment or preventive conservation, remain steady, there has been a marked rise in other topics such as management.

Drilling down yet further – using text analysis tools we can explore how conservation language and terminology is evolving, for example by looking at the associations between words as shown here in this heat map. I do not have time to show all the results today, but I want to share a few highlights. In terms of straight numbers, we can see the geographic spread of heritage science literature. But let's explore that further...

Mapping co-authorship, we get a better picture of research collaboration. Who is working with whom? While heritage science research is highly active in Europe and North America, we can see strong connections between these centres and other world regions.

We also see areas that are less well connected, and the lack connectivity within regions – within Africa and also Latin America. This is really important – since for research to have impact it must be closely connected to context. We can also get a picture of how different types of institutions are involved in research.

What we see is that despite the increase in research activity over 20 years, proportionally the involvement of user institutions such as museums and heritage agencies has not gone up. It has

gone down. Why? To explore what lies behind this, we undertook an interview study, to find out what makes it easier – or more difficult – for end users to participate in research.

Time and money (as ever) are key culprits. Research time-scales are too short for building relationships and trust, and funding for translating knowledge into practice is limited. Enablers include things like sharing knowledge face-to-face. Training practitioners need to be ‘research ready’ – and training researchers in stakeholder engagement. Fundamentally a change in the culture of research, and research funding policies, is needed so that end-user participation is seen as the norm and not a novelty.

ICCROM has produced a series of open-access publications to share these findings. We also produced an edited volume of papers arising from the Forum. This came out last year as a special issue of *Studies in Conservation*, and I am happy to say it is the most downloaded volume of the journal to date.

To bring change, we’ve worked with emerging professionals and at policy level. I am happy to tell you – hot off the press – that a joint statement will be signed this afternoon between ICCROM and the Joint Programming Initiative for Cultural Heritage (a consortium of 26 countries within Europe) to promote end user participation within heritage research funding calls.

The second study focused on training. For many years, ICCROM has collected data about training for its training directory. But how can we improve the ways we gather and share the information, and importantly what more can we do with it to understand needs? Our pilot study covered 46 countries in five world regions. We identified 40% more courses than in the training directory. But a persistent lack of opportunities remains in some regions – particularly Africa. Conservation increasingly appears as a course component within other studies – indicating greater integration with other disciplines. Training and research activity are linked. Where you get training you also get research – so it seems support for one increases the other. Next steps include covering the Asia Pacific region and working with UNESCO to survey World Heritage Category II centres.

To understand the future professional capacity of our field, we must focus not only on training but also on graduates. Their numbers, qualifications, gender and nationality, and their transnational mobility – as this influences the transfer of knowledge and skills. We need to close the data gap for heritage conservation – to have an overview of capacity and knowledge deficits; to horizon scan for emerging issues of concern; but also to be more data visible to the outside world and provide evidence of societal benefit. We must, however, remain data informed and not data driven.

This work has shown the fundamental importance of contextualizing data – combining critical analysis – to turn data into knowledge and, in turn, into insight. Conservation increasingly appears as a course component within other studies – indicating greater integration with other disciplines.

Our vision is to strengthen the role of ICCROM as a focal point for strategic insight. In the coming strategic cycle, we will launch a new initiative: Tracking Trends. Our aim is to provide Member States with needed evidence to improve conservation strategies. Thank you.

ii. Mr Joseph King, Unit Director, Sites Unit and Ms Eugene Jo, Programme Coordinator of the World Heritage Leadership Programme

Mr King introduced the World Heritage Leadership Programme, significantly supported by the Government of Norway and in cooperation with IUCN, within ICCROM's mandate towards the World Heritage Committee. He then introduced Ms Jo, who then presented the programme in detail as follows:

The aim of the World Heritage Leadership Programme is to improve conservation practice for culture and nature through the work of the World Heritage Convention, as an integral component of the contribution of World Heritage properties to sustainable development. The Convention is profoundly original in that it links together the conservation of nature and culture, thus challenging the limited perception that nature and culture are in opposition.

Nature and culture are complementary, inseparable and interdependent, the cultural identity of different people having been forged in the environment in which they lived. Just as the creative works of humankind are often inspired by the beauty of their natural surroundings, some of the most spectacular natural sites bear the imprint of centuries of human activity.

This requires a paradigm shift from care of heritage to that of pursuing the well-being of both heritage and society as a whole.

This also entails a focus on:

- setting and testing the leading standards for conserving sites;
- ensuring a contribution to communities and sustainable development;
- providing platforms for learning and capacity building;
- building international networks between nature and culture practitioners and institutions.

This is conveyed through modules geared towards:

- Effective Management: Nature, Culture, and Communities
- Resilience
- Impact Assessment
- Learning Sites
- Leadership Networks

Planned activities in the programme over six years and three work programmes include:

- workshops for integrated manual for management of World Heritage – Culture and Nature;
- management effectiveness testing on sites;
- integrated training courses on linking nature, culture and people;
- connecting with masters courses and universities;
- capacity building online platform;
- providing standards and guidance on good governance;
- revising Disaster Risk Manual for management of World Heritage – Culture and Nature;



- DRM training course on site level – preparing DRM plans at individual sites;
- guidance on climate change adaptation;
- preparing Toolkit for Impact Assessment and World Heritage as an international standard;
- capacity building activities in impact assessment;
- improving communication strategy with IA experts;
- creating a network of learning sites for ongoing learning, testing new ideas;
- World Heritage Forum for leadership network;
- training Nordic practitioners for active involvement in World Heritage processes.

Activities conducted during the past biennium have included:

- International Course on Linking Nature and Culture held 6–16 June 2017, in Roes, Norway, involving 20 participants (10 Culture and 10 Nature backgrounds, from 20 different countries and 20 resource persons from all sectors);
- International Course on People-Centred Approaches to Conservation of Nature and Culture, held 10–20 October 2017, in Rome, Herculaneum, Trento, Italy and involving 22 participants (15 Culture and 7 Nature backgrounds, from 20 different countries and 18 resource persons from all sectors).

The expected outputs of the programme are as follows:

- joint manual for managing cultural and natural heritage;
- revised manual on disaster risk management incorporating natural heritage;
- toolkit on impact assessment;
- improved tools for evaluating management effectiveness;
- improved teaching materials;
- capacity-building activities for variety of audiences;
- creation of Learning Sites and Leadership Networks.

iii. Ms Aparna Tandon, Programme Manager, Collections Unit, First Aid to Cultural Heritage Activity

Ms Tandon presented several individual histories and case studies within ICCROM first aid training programmes and related sites in a presentation entitled “From Response to Resilience: First Aid to Cultural Heritage in Times of Crisis”. Her presentation covered case studies George Town, Penang, Malaysia (Ang Ming Chee, Manager, World Heritage City George Town Ritsumeikan –ICCROM course participant 2017) and the First Aid for Cultural Heritage Training in Homs, Syria, 2017 (involving Lama Abboud, course participant in the Conservation Architect FAC course held in 2016).

She noted that:

- Disasters are occurring nearly five times as often as they were in the 1970s.

- If losses were to be shared equally, then every person of working age is losing income and cultural diversity annually.
- Conflicts are more violent today – 42 ongoing conflicts have killed and displaced populations and weaponized cultural heritage, making it both a target and a tool for divisive conflict ideologies.
- There is increasing interaction between natural disasters and conflicts.
- With global decisive action, we can use cultural heritage as a tool for rebuilding resilient communities.
- What is salvaged and secured in the immediate aftermath of a crisis is what gets restored during the recovery phase.

She also signalled that national emergency management systems and international relief systems focus on: life safety, food, water, shelter and communications. They do not consider cultural heritage a priority. This makes it even more important that we do not waste resources and that we coordinate our actions with humanitarians. Furthermore, first aid to cultural heritage is a concept, a training and a practical framework for safeguarding cultural heritage during large-scale and complex emergencies in coordination with humanitarian relief and emergency management.

She then reviewed the post-earthquake recovery activity carried out in Nepal in February 2016, which included two workshops:

- Workshop 1: Developing visible storages for business continuity of museums in Nepal – 25 participants from eight museums.
- Workshop 2: Developing technical guidelines for restoring built heritage – 35 participants from the Department of Archaeology.

She also noted the following activities:

- The International Course at the Smithsonian Institution, Washington, DC, June 2016, which was a five-week course on first aid for built, movable and intangible heritage; with 22 participants, from 21 countries, resulting in five follow-up projects; national course initiated in the USA.
- The Emergency Response–Centred Community First Aid, Myanmar, August 2016. The earthquake in Myanmar was linked to more than 400 temples affected in Bagan.
- Collaboration with UNESCO in workshops for DRM plans for World Heritage Cities in SIDS, 2017. With participants from Fiji, Vanuatu, Indonesia and Malaysia drawn from disaster risk management platforms and cultural heritage institutions.
- PROMEDHE – Specialized Training Course on the Protection of Cultural Heritage during Emergencies for Civil Protection. Included two workshops, Città di Castello (PG) Italy, from May and August 2017 – 50 participants trained from seven countries.
- International FAC Design Workshop, 16–20 October 2017, whose objectives were to: evaluate impact, review needs and create a professional body of knowledge.

She noted that there was also a movement towards a global network of cultural first aiders reflected in two recent publications: *Protecting Cultural Heritage in Times of Conflict* and *Endangered Heritage: Emergency Evacuation of Cultural Heritage*.

She reiterated a call for action to all Member States to:

- strengthen ICCROM action;
- organize national and regional awareness workshops in respective countries;
- make the case to include cultural heritage in national emergency management systems;
- join us in developing common standard operating procedures for first aid. We need at least 15 countries to adhere to this so that it will be a proof of concept.

She concluded by noting the need to prevent new risks to cultural heritage, be prepared, and to build resilience before, during and after, and to include cultural heritage in national emergency management and humanitarian relief systems. She also made a call for Member States to organize workshops in their countries to address emergency preparedness before, during and after emergencies. She thanked as well the main first aid partners such as the Smithsonian Institution.

iv. Mr Zaki Aslan, Regional Representative of ICCROM for the Arab States and Director of the ICCROM-ATHAR Regional Conservation Centre, Sharjah, UAE

Mr Aslan presented as follows:

It gives me great pleasure and honour to address this distinguished audience of the General Assembly and highlight some achievements of ICCROM's Office in Sharjah in the past biennium, following its establishment and inauguration in 2014 through an agreement with the Government of Sharjah and gracious continued support by His Highness Dr Sheikh Sultan Al Qassimi, and based on former GA resolutions, and also those of the Arab League in 2011 and 2013.

Mr Aslan then continued to emphasize the role for dissemination of best practices in the region as a representative of ICCROM. He pointed out the Centre's role in promoting a regional programme and as an ICCROM Office, with a focus on the Arab region. He reviewed the history of the Centre's development and its holistic approach, which includes community outreach, specialized capacity and leadership training, think tank activity and knowledge dissemination.

Leadership training and capacity-building activities at the Centre during 2016–2017 included the following:

- Regional Leadership Course on First Aid and Risk Management for Cultural Heritage in Times of Crisis, 4–31 October 2016, Sharjah, UAE;
- Workshop on Assessing Risks for Museum Collections, Preparedness, and Establishment of Emergency Contingency Plans for Museums, 2–17 October 2016, Sharjah UAE;
- Introduction to Preventive Conservation for Museum Collections Workshop, Amman, Jordan, 9–16 July 2017;
- Refresher courses on the conservation of built heritage.

Leadership Training Activities 2016–2017 and capacity building activity included:

- Three Refresher Courses on built heritage

For 2018–2019 further development of the MA / Higher Diploma with University of Sharjah is foreseen by pursuing programme accreditation.

Think tank activity has included the following meetings, workshops and conferences:

- Policy meetings and workshops on the Protection of Cultural Heritage in Times of Crisis;
- International Expert Meeting on Safeguarding Libyan Cultural Heritage, Tunis, May 2016;
- Roundtable on Post-conflict Reconstruction of Historic Cities, Lens, France, 20–21 January 2017;
- Means to Strengthen Cultural Heritage Protection in the Arab Region: Legal and Policy Frameworks, 5–7 July 2017, Krakow, Poland.

With regard to regional outreach, the Centre will also award the ICCROM-ATHAR (Sharjah) Award for Cultural Heritage Conservation during the Arab Heritage Forum, 6–8 February 2018.

Field projects supported by the Centre have included:

- Ad-Dour Temple Restoration Project, Ad-Dour Conservation Work, Umm Al-Quwain, UAE;
- Consolidation of the wind tower of the Ibrahim Al Midfa House in the heart of Sharjah, UAE;
- Five ICCROM-Sharjah and PCF co-sponsored projects in Benghazi, Libya; Mosul, Iraq; and Damascus, Syria (granted). Two in Egypt and Sudan (being examined).

The Centre also hosted a visit by the Prince of Wales on 8 November 2016 and by the Director-General of UNESCO on 11 February 2017. The Centre also continues activity in the publication, dissemination and translation of publications into Arabic.

v. Ms Catherine Antomarchi, Unit Director, Collections Unit

Ms Antomarchi reviewed the mandate and activities of RE-ORG and provided a presentation entitled “Reinvigorating Museums: The RE-ORG experience in Nigeria”.

She considered RE-ORG activity and how it can build capacity using the Nigerian case study. The first step she noted was the selection of a sample of the country’s museums. Out of that, Jos was chosen as the leading museum because it has more than 25 000 objects in its collection. A team of five trainers was created consisting of conservators and restorers who were part of the ICCROM network, and a “Training of Trainers” was held. Curatorial and museum staff were also included. All activity was based on teamwork, with teams working with their own trainer. Everyone is involved in the design and planning of the organization, and all participate in the actual implementation.

Examples of results included tackling problems due to insufficient lighting and making collections available for activities. Also addressed were issues linked to non-collections material, insufficient shelving and scattered collections; removing objects from the floor and implementing systems for locating objects within storage.

In Jos, a kick-off exhibition and celebratory event was also organized. But the most impressive aspect was the feedback generated on social media, including sharing of photos and experience in the museum.

To sum up, in terms of capacity building, ICCROM forms a team of trainers who create a team of participants which helps to disseminate information and form other RE-ORG projects. This will lead to 12 more projects in effect by next year. We will continue to work at the National Level including in Italy as well as in Macedonia and Madagascar. Our aim is to strengthen partnerships and improve project impacts. We are also trying to add the programme to university curricula, including in Switzerland.

vi. Mr Gamini Wijesuriya, Project Manager, Sites Unit (retired)

Mr Wijesuriya reviewed his career linked to ICCROM. This included joining the GA as a delegate from Sri Lanka in 1984, and later, serving on the Council, which he did for two years. He started work as a consultant at ICCROM in 2001 and then in 2004 joined the staff. Given his pending retirement he thanked the ICCROM staff, GA and heritage professionals with whom he worked. He also thanked the partner agencies he worked with directly: UNESCO, IUCN, ICOMOS and ACCU, and expressed gratitude to other colleagues who were present at the GA. He then presented on the ICCROM-CHA Korea thematic programme that included Fora with 25 invited experts over the last five years, 2013–2017.

He reviewed the ICCROM-CHA collaboration with Korea, which included two annual events over the period, a ICCROM-CHA (Korea) Thematic Programme (Annual Conservation Forum) and a training of museum professionals in line with the CollAsia Programme. The goal of the annual conservation forum sponsored with CHA was to explore and debate key themes emerging from the Asian region that have implications for effective conservation and management of heritage and to contribute to capacity-building efforts in the region.

The Fora with invited experts were public, and open to a wider professional group. Fora included:

- Asian Buddhist Heritage: Conserving the Sacred, Seoul, 2013
- Revisiting Authenticity in the Asian Context, Sri Lanka, 2014
- Applicability and Adaptability of Traditional Knowledge Systems in Conservation and Management of Heritage in Asia, Bangkok, 2015
- National Conservation Policy, Beijing, 2016
- ICCROM-CHA on Conserving Asian Heritage, Seoul, 2017

These Fora had resulted in:

- research and debate (first of its nature);
- 70 scholarly articles (first of their nature);
- meeting of the key heritage professionals in the region;
- collective summary and adaptable principles;
- results published (i.e. *Asian Buddhist Heritage*) or ready for publication.

vii. Ms Flavia Parisi, CollAsia Programme

Ms Parisi reviewed the activities of the CollAsia programme, as follows:

The fruitful collaboration between ICCROM and the Cultural Heritage Administration of Korea offered the opportunity for a new beginning of the CollAsia programme. CollAsia was launched in 2002 with the aim of empowering heritage collections professionals in Southeast Asia.

With the support of the CHA of Korea and of different hosting institutions in Cambodia, Malaysia, Indonesia and Korea, in the past five years ICCROM organized four regional courses and one pilot South collaborative course in Guatemala. Two- and three-week courses focused on a specific topic, such as textiles or packing and storing collections.

Professionals from each country of Southeast Asia travelled to CollAsia courses, forming a growing and motivated network.

All CollAsia activities aim to develop critical thinking, decision making skills and scientific literacy among the diverse professionals caring for Southeast Asian heritage collections. A key priority is to move away from the idea of fixed recipes and ready-made solutions.

For this reason, the current focus of the CollAsia training activities within the CHA-ICCROM collaboration is Traditional Knowledge and Scientific Principles of Conservation. In all the activities, attention is given to the principles behind past and present systems of conservation and the use of heritage objects.

For example, an objective common to all CollAsia courses is to assess the relevance, the benefits and the sustainability of locally available materials and techniques for conservation.

Another objective is to stimulate professionals to develop and carry out applied research to solve specific conservation challenges in their institutions.

According to participants' feedback, the strengths of the CollAsia Programme are its interactive and engaging approaches and its ability to provide a framework for thinking and doing and to offer a comprehensive and integrated approach to conservation issues. Participants leave the courses with a strong motivation to learn further and look ahead.

The partnership between ICCROM and the Cultural Heritage Administration of the Republic of Korea will be extended under a new five-year agreement (2018–2022).

Thanks to:

- Administrators of CHA;
- Stefano De Caro, Director-General;
- all Directors of CHA and staff in charge of the programmes;
- ICCROM staff;
- all sponsors from different countries;
- all participants of the Forum and CollAsia activities, 2013–2017.

viii. Discussion

Ms Nyhamar thanked all the ICCROM staff and Mr Gamini Wijesuriya in particular, given his retirement. Mr De Caro also solicited feedback from Member States.

Ms Magar, delegate from Mexico, wanted to congratulate ICCROM staff for their hard work and the relevance of that work in an evolving world. Their work remains valuable and attests to its importance. Her only regret was that there was not streaming of the proceedings to share the GA with the wider community of conservation professionals.

She appreciated the highlighting of important but less visible aspects, which were the ICCROM archive and library, two jewels made up of national centres and other collections. She also noted the library is an international reference centre valuable to conservation professionals around the world through the long-distance service they provide and online catalogue reference. She asked for sufficient support for the library to be provided through donations from Member States and ICCROM.

The delegate from Greece offered congratulations to staff and the Director-General and noted the remarkable and outstanding effects in terms of materials and more communicative methodologies. She noted she was impressed with the quality of the presentations.

She mentioned her personal involvement in RE-ORG in Greece. People may presume they have achieved best practice, but that is not always the case. She thanked Ms Antomarchi and noted that there is always room to learn and improve.

The Nigerian delegation extended appreciation to the US government for the special contribution given for the implementation of RE-ORG in Nigeria. They also thanked ICCROM for the assistance in salvaging so much cultural material hidden in storage. They appreciated this generosity and continued interest.

The delegate from the Dominican Republic welcomed the reports presented and congratulated ICCROM. They strongly support the vision for data-visible and data-informed systems, and welcome all online instruments that can lead to a complete database of traditional knowledge and scientific principles. She encouraged use of e-learning as way of reaching a larger public. She recognized the challenges in RE-ORG and in risk prevention, as demonstrated by recent events including the hurricanes in the Caribbean region. She welcomed renewed emphasis on South-South collaboration promoted by ICCROM.

She also supported the introduction of Spanish as a working language, which would increase traffic to the website and take into consideration the large number of Spanish-speaking ICCROM members and conservation professionals. She encouraged getting financial resources for this.

She also supported transparency and new partnerships.

Ms Kell, the delegate from Canada, expressed great thanks for presentations, which gave life to elements that are discussed in the excellent Annual Report. They provided a holistic view of what

they are undertaking. The work accomplished with such a small staff on the global level is truly impressive. Thanks to the staff and Director-General for making this happen on behalf of all Member States.

She particularly recognized the collaboration between ICCROM activity and Canada and the Canadian cultural heritage community, which resulted in products and tools that are internationally useful.

The delegate from the Netherlands thanked the staff. She said they demonstrated the importance and benefits of ICCROM and of conservation professionals in general. She especially appreciated the project presented by Ms Heritage. We know the value of our contribution to society, but the challenge is to give evidence and to substantiate the value and impact by gathering and analysing data. This data allows us to justify our work to others. It is essential to work together and more effectively and to identify future tasks. Thank you.

The delegate from Hungary spoke, noting this is the first time Hungary takes the floor again after a few years. He wanted to thank all countries and delegates for the readmission to ICCROM.

He noted it was very impressive to listen to the presentations. He was very happy to be able to be present and see the important work and activities that have been done by ICCROM and ICCROM group members on a global scale in recent years.

He would only add that although Hungary was not a member in the previous years, it was still active in UNESCO and World Heritage activity and projects in Hungary and other areas. One example was that through UNESCO, Hungary has started a programme in Central Africa, in Nigeria, Burkina Faso and other countries. The aim was to enhance some World Heritage properties through these programmes.

He noted it was useful to support UNESCO's Heritage Passport programme, which can protect heritage properties during emergency situations and disasters. It provides practical background on World Heritage properties to encourage their protection and safeguarding in any situation. He supports the creation of this document in, for example, Central Africa and other regions.

The German delegate thanked the Director-General and staff and congratulated them. She noted that the presentations underlined why we are here and what are challenges to be answered in the future.

She noted special interest in the World Heritage Leadership Programme, which was outstanding, and gave thanks to Norway for funding this holistic approach and this international cooperation in sharing knowledge. She noted that Germany is ready to give in regard to tools for impact assessment, and a workshop will be held in the next week to this end with the aim of bringing people together on this topic. She looked forward to further cooperation.

Mr Favel, the delegate from France, offered his country's thanks. He acknowledged the contributors and the other points that have been raised with regard to natural disasters and



population displacement. He congratulated RE-ORG and Ms Antomarchi on the work in Nigeria and noted that France does make additional contributions to aid African programmes and will do this as well for the next biennium.

As for natural catastrophes, he observed that we need not underestimate the post-conflict approach. He invited the new Director-General to have contact with the UAE initiative with France that is related to countries whose heritage had been looted in the post-conflict period. He encouraged partnership with ICCROM and UNESCO. This will use the contributions that have been made effectively. He also welcomed the UAE and Luxembourg, who have also made their contributions to avoid global conflicts and support these organizations.

The delegate from Korea congratulated the Director-General and ICCROM staff on their success. He also noted the relations between CHA and ICCROM, which were 45 years old. This relationship has been linked to an existing trust. CollAsia and other ICCROM programmes have been also held in Korea. He gave thanks to Ms Antomarchi and Mr Wijesuriya. He noted that they were now preparing an upcoming budget and that this relationship will continue to develop.

The delegate from Saudi Arabia thanked the Director-General and staff of ICCROM. On behalf of delegates he appreciated all the work of the last years. ICCROM is a very important organization that helps many nations preserve heritage worldwide.

Saudia Arabia fully support the ICCROM-ATHAR Regional Conservation Centre in Sharjah in the Gulf Region, which has been influential and effective. The impact has been seen by allies in the region, and he hoped the Centre will develop in the future and have more projects and training courses.

In Saudi Arabia, there is a longstanding relationship with ICCROM but not yet any clear collaboration. He expressed interest in joint programmes in the future to form partnerships. He noted that Saudia Arabia is catching up with regard to cultural heritage and has launched a large project over the last two years involving two mosques. USD 1.5 billion will be used to build a number of museums and for conservation of archaeological sites in the country. They hope in the near future to build a clear partnership with ICCROM. The Director-General has been to the country for the first forum of Saudi archaeologists. There will be another forum in April on architectural sites, the 6th form. He extended an invitation for those present to participate and help protect cultural heritage.

The delegate from Croatia noted they were impressed by all the people noted in the Memoriam Session. Past experiences, and over a number of years, there was negative phase in Croatia, where we witnessed a cruel war that hit our monuments and culture – they were targets of war. He had led a UNESCO and ICCROM mission to protect the urban heritage of Dubrovnik. This was a World Heritage issue, not just important to Croatia. Twenty-two years after the war he is still positively impressed. He hoped the Director-General will not retire completely and wished him further service and good luck to the new Director-General. He also thanked RE-ORG, which had worked in Zagreb in the national ethnographic museum.

Mr Boccardi of UNESCO also congratulated ICCROM and to have the opportunity to see staff present their work. He expressed personal appreciation to the Director-General and Mr Wijesuriya for their contributions over the years in many ways. He appreciates the human sensitivity and professionalism they put into whatever they did. ICCROM is essential to UNESCO to achieve its mandate and mission. For the small budget they have, the impact is tremendous. It may be the most efficient organization on the planet. He also supports streaming or TED conferences and online contact to allow the international community to appreciate the work done by ICCROM.

The delegate from Algeria wanted to join the congratulations made by previous speakers, congratulating the Director-General and full team. He also added the following:

First, a point that was largely debated in the last GA: Many delegates noted many actions accomplished but that need to be interoperable or not overfocused so they can be applied in other settings. There is a need to contribute to deliverables that present challenges. Further success will encourage this.

Second, related to a specific formal remark: The 2016 Annual Report has elements that can have contradictory points. We need to have indicators and a real picture of actions with figures that measure the current context of ICCROM action. I noticed the illustrations are away from real activities. The pictures do not reflect the reality. We need a general account that needs to be closer to the reality of the actions, which are particularly rich in ICCROM's case.

The delegate from Tunisia thanked Mr De Caro and ICCROM. Tunisia commended the work of ICCROM-ATHAR, which placed great emphasis on education and outreach activities for professionals, affecting the Arab region and the conflict regions such as Syria, Yemen and Libya. There was a need to emphasize the real work or activity they do. I hope they will extend their activity to all countries that have museum management problems.

Mr De Caro, the Director-General, thanked all colleagues from the delegations and Council for their appreciation for himself and the staff.

I am a temporary head of course. Your words express appreciation for our work and we can always improve something.

As regards the Annual Report, we will consider the remarks made about it. Ms Janowski will explain the philosophy behind the images in it. There has been a change in the use of pictures and approach due to a change in objectives. We will acknowledge various suggestions, and ICCROM staff will pass on suggestions. These actions will be implemented by Council in a strategic way.

Ms Nyhamar asked the General Assembly to adopt the [2016 Annual Report](#) and the [Report on the Programme Implementation 2016–2017](#) by voting card.

The reports were adopted.

**Agenda Item 18. Financial Reports as of 31 December 2015: Audit Report ([GA 30/08](#)) and Interim Report on Budget and Finance for the Biennium 2016–2017 as of 30 September 2017 ([GA 30/09](#))**

Ms Janowski, Chief Management Officer, addressed the Audit Report ([GA 30/08](#)) and Interim Report ([GA 30/09](#)) relating to the accounts of ICCROM for the biennium ending 31 December 2015 and report by the External Auditors and presented the Interim Report on Budget and Finance for the Biennium 2016–2017 as of 30 September 2017, noting this is a partial picture of current biennium.

She indicated that the audit statements had been prepared by the Secretariat of ICCROM in accordance with the accounting policies set forth in ICCROM Financial Regulations and that ICCROM's financial period is of two consecutive calendar years, from 1 January of the first year until 31 December of the second year. It was also prepared on a historical cost basis. Additionally, ICCROM's Management assumes that the Organization will continue as a *going concern*, which presumes that the Member States will continue to provide ICCROM with contributions sufficient to ensure that it will maintain its current level of activities for the foreseeable future.

Financial and accounting risks are appropriately identified and managed. Significant financial, managerial and operating information is accurate, reliable and timely. Staff actions are in compliance with policies, standards, procedures and applicable regulations. Resources are used efficiently and are adequately protected. ICCROM Programmes, plans and objectives are achieved. Significant regulatory and financial issues impacting ICCROM are recognized and addressed appropriately. For the first time, the audit report noted the long-term financial risk resulting from the taxation and arrears issues with the Italian government.

Until the biennium ended 31 December 2013, ICCROM accrued estimated liabilities for ASHI taking into account the results of an independent actuarial valuation commissioned by FAO (Hewitt). Following recommendations made by Council in 2015 and subsequent consultation with the United Nations Finance and Budget ASHI Working Group, ICCROM commissioned an actuarial valuation of the ASHI Liability Fund using assumptions specifically applicable to ICCROM.

She quoted the auditor, Scott Cunningham, Senior Partner, PriceWaterhouseCooper, who stated: "In the Auditor's opinion, the special-purpose statement of assets, liabilities and reserves balances of ICCROM as at 31 December 2015, and the special-purpose statement of income and expenditure for the biennium then ended were prepared in accordance with the accounting policies of ICCROM."

Ms Janowski requested GA approval of the Audit Report for the biennium ending 31 December 2015 ([GA 30/08](#)).

With regard to the overall current financial situation, she noted that ICCROM had made considerable progress in achieving a greater control of long-term liabilities and costs, a budget control system, increased stewardship of financial and physical resources, and the beginning of implementation of a cost accounting system to better guide management decisions.

She also noted the role of the new website is an investment to support ICCROM future fundraising efforts, including online campaigns, which will be launched in the next biennium. She indicated

that a funding appeal publication presenting core and new programmes and related funding requirements would be launched in the biennium.

Ms Janowski also highlighted that the new website, which is on Drupal technology, helps ICCROM build the right platform to serve its content management strategy. The new website which is now available in four languages (Italian in 2016 and Arabic in 2017 in addition to English and French) offers key budget and financial information. In addition to the Programme and Budget document, visitors to the ICCROM website can also find and download the Report of the external auditor as well as key data such as contributions of member states, and information about the programme and budget implementation and a web version of the annual report. In the future, interactive tables and maps will help drive more engagement online including to collect donations online.

Ms Janowski reviewed ICCROM'S Financial Situation or Balance Sheet and Assets and Liabilities. She reviewed the statement of financial position for Balance Sheet as of 30 September 2017. She noted the need to switch to IPSAS international accounting standards terminology, which uses the term Statement of Financial Position instead of Balance Sheet. It provides information on assets or what the organization has and how much it has expended. This is in terms of cash and what is owed as well as other liabilities. The total reserve as of 30 September is indicated and thus will change. It does provide a base to report however, as does the Financial Statement at the end of the preceding biennium.

An approximately EUR 1 million debt has been absorbed due to recalculation of ASHI fund contributions. With regard to the Balance Sheet, there is currently a EUR 1.2 million surplus.

Total contributions receivable, excluding doubtful ones, are approximately EUR 1.2 million.

Arrears on 51 Member States' current contributions were due as of 30 September 2017; however, the largest (from the United States of America) had since been secured. Ten states were in longer term arrears (Bangladesh, Brazil, Congo, Honduras, Malawi, Mauritania, Mozambique, Nicaragua, Senegal and Venezuela).

Staff costs are currently EUR 6.9 million for 42 staff, with 36 Rome-based and 6 in Sharjah (17 P-level, 19 GS, 6 P-levels in Sharjah and 2 secondments); salary and post-adjustment comprised the main costs. The revision of the ASHI contributions scheme in 2015 allowed considerable reduction in ASHI liability through 2017 while still accruing all estimated liabilities.

Current cash-in-hand in combined accounts stood at approximately EUR 9.3 million.

The budget envelope expanded from EUR 9.9 million set for 2016–2017 because of increased funding dedicated to the Arab region/ATHAR, for a total of approximately EUR 14.7 million (6.8 million external funding and 7.9 million Regular Budget).

The current operational reserve is EUR 2.8 million and is linked to arrears paid by the Russian Federation and a change in the actuarial valuation of the ASHI fund.

In 2017, there was a 57% implementation of total available resources (TAR) and available money to finish the year without a deficit and with a positive balance. This marks successful implementation, a capacity to do more, and good results. Current challenges in balancing expenditures are under control and may be met through reallocation.

With regard to the current budget, expanded to EUR 14 million, 84% of the funds for implementation are currently available. As there is no deficit, this suggests an ability to handle a bigger envelope in the future.

Budget issues for discussion at the GA include: less spending on corporate communication, the large effort in refining staff costs making the budget robust, and voluntary contributions' impacts.

She noted that financial equilibrium had been achieved with the Government of Italy's recent payment of maintenance and security costs in full for 2016 and 2017. Prior to the biennium 2016-2017 these costs had been only partially paid. She noted that however that tax reimbursement which had not been budgeted in the 2016-2017 biennium budget had put a lot of pressure on ICCROM but that strict cost control measures and the introduction of a new system for the actuarial calculation of the ASHI Fund had allowed ICCROM to balance its budget. She noted the introduction of a robust system to control long-term liabilities. This however, was a work in progress which takes time and involves the Council greatly.

She also noted the introduction of a budget control system to be presented in more detail later in the Assembly. This will increase stewardship of funds in dealing with taxpayers' money. Also, there has been the introduction of cost accounting at ICCROM which has become an asset which allows presentation of more data and analysis as well as deriving trends to inform decision making as Member States. It also assists the Council in monitoring implementation of programme and budget.

She noted the surplus of EUR 1.2 million before end of year, reminding those assembled that the main source of income for ICCROM is Member State contributions and relies on assessed contribution of Member States. Some Member States have not yet paid for 2017. She also noted that contributions were also affected by the impact of arrears presented yesterday by Mr Martin. He noted that the arrears are growing and need to be managed to reduce impact. ICCROM receives other contributions, however, that supplement this shortfall.

These other contributions include cash and secondment of staff (e.g. Japan, China and Russia offer existing or new secondment opportunities). Also, Italy provides headquarters maintenance and issues around this have importantly been resolved, which has had a big impact on budget. External funding is also increasing dramatically, as are voluntary contributions. On the administrative side, it has been very important to reflect on the impact this has on management. She noted it was here the task to think about how to organize to receive and report these contributions against expenditures.

She noted that voluntary contributions (VCs) come from various sources, although main contributors are still governments that contribute above their assessed contribution, and this is an increasing trend.

The main cost driver is personnel. It is essential to remember that international organizations have wider challenges in that they have to rely on a system that allows staff to work internationally. ICCROM thus follows the associated UN compensation system. Despite increasing staff, the costs as of 20 September do not show a great increase. This is because an effort was made to contain costs to provide the best value for money. They reduced some of the expenditure which was the ASHI programme. This has been decreased and fully discussed with Council based on changing actuarial calculation. This allowed a way to reduce total staff costs and will be described in more detail later.

She noted there are currently 36 staff and 6 in Sharjah (17 ICCROM programme staff, 19 GS and 2 secondees, which will also increase). Regarding the provision for staff benefits, these must account not only for costs of the biennium but accrual costs due to inflation and aging and the like.

She noted a healthy evolution of operational and other reserves due to the Russian Federation contribution and tight control.

The comparative cash situation shows different accounts and diversity which takes advantage of different instruments.

Highlights of the budget report were also reviewed by Ms Janowski.

She noted that the GA approved EUR 10 million budget two years ago. This was added to by VCs and is bigger, standing at EUR 14.5 million. The difference between the approved and actual budget envelope is due mainly to the Arab region and demand in that region. The contribution by the Sheik of Sharjah accounts for the bulk of the increase, as well as that from the US Ambassador Fund in Nigeria.

At end of this year, EUR 14.7 million will be in the envelope.

Programme expenditure is lower than staff expenditures, which usually accounts for the bulk of spending, which is the same in all international organizations.

All outstanding balances at the end of the year will be manageable through budget alignment, and the organization will not end the year with deficit, which is a positive achievement.

ICCROM spends a sizable proposition of budget on programmes compared to staff. There is an aim to contain administrative costs, and this is a good example of stewardship.

The organization is following a healthy growth path by focusing on key programmes that attract much VC funding while at the same time containing costs for the benefit of programmes as a whole.

Ms Nyhamar moved to save questions for after lunch.

The GA then approved the Auditor's report for the period from 1 January 2014 to 31 January 2015 ([GA 30/08](#)).

### **Agenda Item 19. Presentation by the Council of the 2018–2023 Strategic Directions ([GA30/06](#))**

Ms Lavandier, President of the ICCROM Council, noted that the Strategic Directions being presented had been worked on for over two years. She noted that ICCROM was created 60 years ago in the wake of wars and looting and now faces the same challenges as well as new ones of climate change and the displacement of refugees. But as in its prior history, ICCROM has to meet both these new and old challenges, since tolerance and peace and social cohesion come from heritage preservation.

She thanked Ms Sharon Park, Chairperson of the Strategic Directions Working Committee of the Council, who had contributed greatly to the effort. She called Ms Park to the podium.

Ms Park then presented a summary of the Strategic Directions, noting that ICCROM can act as a catalyst for organization and in the world of Heritage Conservation as well. As a result, the directions were formally entitled “ICCROM Strategic Directions; 2018–2023: Catalysing Change for Cultural Heritage”. The ICCROM Council working group dedicated to the task started in 2015 with a facilitated workshop followed by many meetings with staff, the Secretariat and Council.

Subsequently, the three years the working group spent elaborating these objectives and assessing the current efforts of the organization and how ICCROM must change in order to continue to be seen as a world leader in addressing issues affecting cultural heritage. The Council moreover had supported the directions that have emerged, and they were approved by the Council in November 2016

The five major responsibilities of ICCROM will continue with new broader outreach and support and include:

- Training: courses;
- Cooperation: institutional and professional partners;
- Information: library and communication;
- Research: conferences and technical standards;
- Advocacy and advisory to the World Heritage Convention.

However, from 2018 to 2023 ICCROM will work smarter, with more impact and greater visibility. This will involve utilizing more trainers and specialists beyond ICCROM permanent staff and tapping into alumni networks and others for financial support to enhance extra budgetary contributions. Each training will have a multiplier effect by reaching beyond initial courses with greater visibility for ICCROM.

She noted there were three organizing themes for the Strategic Directions (with three sub-objectives in each area) allowing smarter and more interconnected work. These organizing themes were interrelated areas of:

#### I. FOCUSING ON WORLD CONCERNS FOR CULTURAL HERITAGE

1. Protect cultural heritage in times of crisis.
2. Support Africa’s cultural heritage.
3. Foster emerging concepts of heritage and conservation.

#### II. CREATING A DIVERSE AND INCLUSIVE GLOBAL NETWORK

1. Lead and innovate capacity building at local, regional and international levels.
2. Enhance community engagement in protecting heritage.
3. Strengthen awareness of cultural heritage and conservation.

#### III. STRENGTHENING AND TRANSFORMING ICCROM FOR THE FUTURE

1. Strengthen the foundation of ICCROM.
2. Increase the impacts of service delivery and visibility of ICCROM to Member States and heritage communities.

### 3. Modernize and invest to assure and effective and efficient organization.

#### I. World Concern

1. Times of crisis. The aim is to promote effective disaster risk management strategies, particularly in situations of conflicts, disasters and complex emergencies. This can be traced to flooding in Florence in the 1960s and the post-WWII period. It involves effective disaster risk management strategies in conflicts, disasters and emergencies.
2. Support of Africa's Cultural Heritage through more focused courses for underserved populations. The aim is to develop training, capacity building and partnerships in keeping with strengthening Africa's conservation efforts. This builds on the 2009 initiative which provided strong networks. It will address both tangible and intangible heritage. With the new Director-General from Africa, it will offer a new way to strengthen links.
3. Fostering emerging concepts in heritage conservation. The aim is to provide innovative and effective responses to emerging issues, such as the interlink ages of nature and culture, climate impacts and sustainable development. This is represented by a new six-year leadership agreement with IUCN for nature-culture links and practices. This partnership will strengthen links and address climate impacts in coastal areas with rich archaeological reserves and integrate Social Development in heritage sites.

#### II. Creating a diverse and extensive global network

1. Promote wider access and engage with new ways to deliver content and foster partnerships by addressing challenges and opportunities at all levels, but especially the local level. Distance learning can help achieve outreach, especially in crisis areas and with important local organizations. This aim involves exploring new ways to deliver content.
2. Enhance community engagement for protecting heritage and people-centred communities. The aim is to facilitate social inclusivity by addressing concerns of communities connected with cultural heritage in all ICCROM programmes.
3. Strengthen awareness of cultural heritage and conservation. This includes a legal awareness of displacement of communities and protection of those cultures. The aim is to raise the position of cultural heritage conservation within national and international policy frameworks.

#### III. In-house transformation of ICCROM for the future.

1. Additional support of Member States, increasing Member States and engaging them more via the GA as will be done this afternoon through the thematic discussions. The aim is to reinforce ICCROM's position with other international organizations, expand partnerships and increase the number of Member States.
2. Increase impact on service delivery and recognition. The aim is to protect the ICCROM brand and its high credibility and ethical value. It is also to 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.



3. Modernize and invest to assure an effective and efficient organization. The aim is to 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. Ms Park stressed the need to use the ICCROM library, and not duplicate programmes being done by others, but rather, demonstrating a unique capacity to contribute.

She noted that ICCROM was in a position to modernize (e.g. the move to the IPSAS system standard in the UN and UNESCO which was a standard allowing tracking of funding for multiplier effect, for example through social media and translation). She noted the incentive to find creative ways to attract staff and talent such as short-term contracts and emerging professionals that were more digitally savvy. She noted the pending move into new premises being and creating a more open plan building that will allow more flexibility of space to facilitate staff interaction.

She also noted that the Council has seen integration of staff based on objectives rather than unit or programme and more horizontal divisions that can work within themes not units, which was a very important initiative. This will ensure that investment gives added value while the management and information system provides for improved performance and accountability, using the latest means to increase effectiveness of training. She also noted the shift to focus on results-based outcomes with regard to the budget but also staff approaches. IPSAS will be important in establishing baseline access and accountability.

She noted the need to value assets which ICCROM already has, such as the library, which needs to be valued as an asset valued at a minimum of USD 1 million. To avert risk this needs to be digitized and protected. These tangible assets also need to be promoted and appear on budget sheets that they may attract funding also. She signalled the generosity of extra budgetary funds by Member States as an important part of financial strength and an important bottom line in attracting organizations to contribute.

She thanked Council members past and present for developing these directions and noted the opportunities apparent with the new Director-General. She noted she was finishing up nine years as part of the US delegation and wanted to give thanks to Mr De Caro and along with Ms Janowski who had revolutionized accounting systems and was an important and steady force in this process. She gave special thanks to Mr De Caro for his passion, dedication and strong leadership.

She underlined that all three themes in the Strategic Directions were interconnected, and this serves as basis for financial work. She also noted that Member States play roles in supporting this and Secretariat as does collaboration among Member States.

She encouraged the Assembly to never forget the vision of a world in which cultural heritage is inextricably linked with progress, well-being and stability and that ICCROM was poised to implement that vision with these new Strategic Directions.

In being at the end of her participation, she wanted to thank the Council and ICCROM personnel and wish the new Council members the best with their new directions over the next six years. She noted the Council looks forward to a successful time with greater engagement of the Member States and welcomes our new Director-General, Webber Ndoro, as we implement the Strategic Directions 2018–2023. She also gave thanks for the leadership of Stefano De Caro.

Ms Nyhamar thanked Ms Park for her time and commitment to the Strategic Directions Committee. She reminded the delegations who received the invitation from US delegation of the appointment for lunch. She also called for the resolutions from delegates for the following day to be delivered to the GA organizers.

## **Agenda Item 20. Programme of Work and Budget (PWB) 2018–2019 ([GA30/10](#))**

### **a) Presentation by the Director-General**

The Programme of Work and Budget (PWB) 2018–2019 was approved by the General Assembly.

Mr De Caro, the Director-General, outlined how the following presentation aligned ICCROM's Vision with the Sustainable Development Goals (SDGs) and the Strategic Directions of Council, and how this translates into the programme. He continued as follows:

Madame President, Excellences, Delegates and Colleagues. It is my pleasure to present the Programme of Work and Budget for the next biennium, which will set the stage for the new six-year strategic cycle for 2018 to 2023, where sustainable development and the Strategic Directions of the organization will guide ICCROM's actions and enable us to set goals with measurable results.

This is how the presentation will unfold. We will look at ICCROM's mission and vision, and from there see how these guided the development of our new strategic framework, how it is linked with the UN Sustainable Development Goals and the Strategic Directions developed by the Council, and how this will translate into concrete results that we can measure and use to continuously improve ourselves.

We will go through the proposed budget envelope for the biennium and its allocation, as well as how we will address our funding gap, and how the organization is changing to meet new global needs in a more streamlined and transparent manner.

Everything we do begins with our mission and vision, developed together with the Council and presented in the new Strategic Directions document, which is incorporated in the PWB as Annex 1 ([GA30/10](#)).

Our mission outlines our reason for existing. We provide Member States with the best tools, knowledge, skills and enabling environment with which to preserve their cultural heritage in all its forms, for the benefit of all people.

We are well placed to take a leadership role in collaborating with decision-making institutions to protect cultural heritage in the face in of global change, both rapid or unexpected and slow and gradual.

Our vision aligns perfectly with the global development agenda in that we strive for a world in which cultural heritage – its preservation, protection and celebration – is linked with progress, inclusivity, well-being and stability.

Now I will present the framework for our new programme.

In this Programme Work and Budget, you will see that many of the themes remain familiar to ICCROM. That is because our core business over the last 60 years has remained unchanged. We are still an organization with a mandate to promote cultural heritage conservation through training, research, information, cooperation and awareness. Thus, many of the issues that we must take into account are enduring “old issues” and many traditional areas of our work continue to be important, such as several of our core courses. However, the mechanisms in which we deliver those courses may be revised.

What is new are the challenges. Geopolitical developments are requiring us to address new challenges and, at times, amplify the work that we have already begun in our previous strategic cycle. ICCROM must respond to demand, and with the significant transformation that we are undergoing, we will be better equipped to face that demand head on, improving the way we do it and the results.

This is the basis of our strategic framework. You the stakeholders are constantly feeding us with the latest developments, challenges and perspectives. We also keep an ear to the ground, while leveraging a global vantage point so we can synthesize those inputs and define needs for the sector. Together, we develop solutions.

Building on the needs, we develop the larger Strategic Framework. It includes the Strategic Directions, which orientate the programmes; the programmes are then implemented through our core activities under our mandate; those activities yield results that contribute to achieving relevant Strategic Development Goals.

What’s also being illustrated here is a new interconnected and multidimensional approach to our work. What this means is that our activities and our goals are integrated, breaking down silos and making us stronger so that we can better empower you, our Member States, to give your heritage professionals the tools and support they need to promote culture, build resilient institutions and contribute to local economies.

In 2015, the United Nations adopted the “2030 Agenda for Sustainable Development”, with 17 ambitious and universal goals to transform our world. As an intergovernmental organization, ICCROM took heed and positioned itself to address the goals relevant to its work.

For the first time, the international development agenda cites culture as a driver for development, as it goes to the very root of what shapes us as humans. As such, it has a vital role to play in bettering our planet and improving the lives of the people living in it.

We have adopted eight SDGs in our work. The three on top: quality education, gender equality and sustainable cities and communities are the ones that will cut across everything we do – as a centre of study, education is central to all that we do; gender equality is a core value; and SDG 11.4 captures our *raison d’être* – to protect and safeguard the world’s heritage while making cities and communities sustainable.

And for the bottom row, we see cultural heritage playing a role in meeting other SDGs as well: good jobs and economic growth, industry, innovation and infrastructure, life below water, peace and justice, and partnerships for the goals. For this reason, we have woven these goals into our projects.

I would like to thank Sharon Park for her presentation before the lunch break on Strategic Directions, which aptly laid out our new areas of action. Those Strategic Directions are the

channels ICCROM will use to take action and ensure that our programmes continue to address those needs identified in a way that harvest results. Before looking at our proposed programmes I want to briefly review the Strategic Directions.

Just to reiterate briefly, those Strategic Directions are:

1. Focusing on world concerns for cultural heritage;
2. Creating a diverse and inclusive global network; and
3. Strengthening and transforming ICCROM for the future.

As Sharon already presented these, I will not go into great detail, but just to refresh your memory:

Strategic Direction 1 has as its three, interlinked objectives: protecting cultural heritage in times of crisis; supporting Africa's cultural heritage; and fostering emerging issues of cultural heritage.

Strategic Direction 2 has three objectives: leading and innovating in capacity building; enhancing community engagement; strengthening awareness of cultural heritage and conservation.

Strategic Direction 3 also has three interrelated objectives: strengthening the foundations of ICCROM; increasing the impact of service delivery and visibility; and modernizing and investing to assure an effective and efficient organization. You will see throughout the PWB that more than one programme will work towards the same Strategic Direction.

Before I start getting into the details of the programmes and the costs, ladies and gentlemen, I want to remind you that we are talking about both the Programme of Work and the Budget. The reality of this association forces us to remember that the growing scope of ICCROM's mandate, the growing demand for ICCROM's services means that we have to have a budget as an instrument to align all our resources, be they financial and human resources – both current and future – within a framework that is able to capture this growth.

Ladies and gentlemen, there are no organizations in today's world that can address any issue, especially global issues, without having a sound and efficient, overarching resource mobilization and fundraising strategy. We as an organization cannot shy away from the hard reality that there will never be enough resources to respond to all the needs of all Member States.

Our duty is therefore three-fold: first to prioritize; then to raise a significant level of new resources as an institution to fund those priorities; and then to become an organization that uses our resources as efficiently and as transparently as possible.

In the descriptions of the programmes that I will present to you now, you will see that the budget is divided between available resources and new resources that we will find to fully implement our programme.

Now let's focus on the proposed programmes and costs outlined in the PWB.

The first programme is on protecting cultural heritage in times of conflict and disasters.

Over the past five years, a rise in extreme weather conditions in combination with armed conflicts has had a devastating effect on cultural heritage. In addition to the direct negative impact, conflicts and disasters have had indirect economic and social consequences due to the loss of livelihood sources, tourism revenues and individual and collective identities.

This programme focuses on world concerns and, given ICCROM's extensive experience in this area, will target regions that are prone to cyclical natural disasters, recurrent conflicts or a combination of both.

Disaster risk reduction aims to promote a better integration of cultural heritage in national policies and programmes for disaster risk management and sustainable development.

First Aid to Cultural Heritage in Times of Crisis is a collaborative project aiming to enhance local capacities for safeguarding cultural heritage during complex or major emergencies.

And Protection and Post-conflict Recovery and Reconstruction seeks to promote a better understanding of how cultural heritage contributes to resilient recovery.

While we were developing this programme, we sought to address key issues, such as

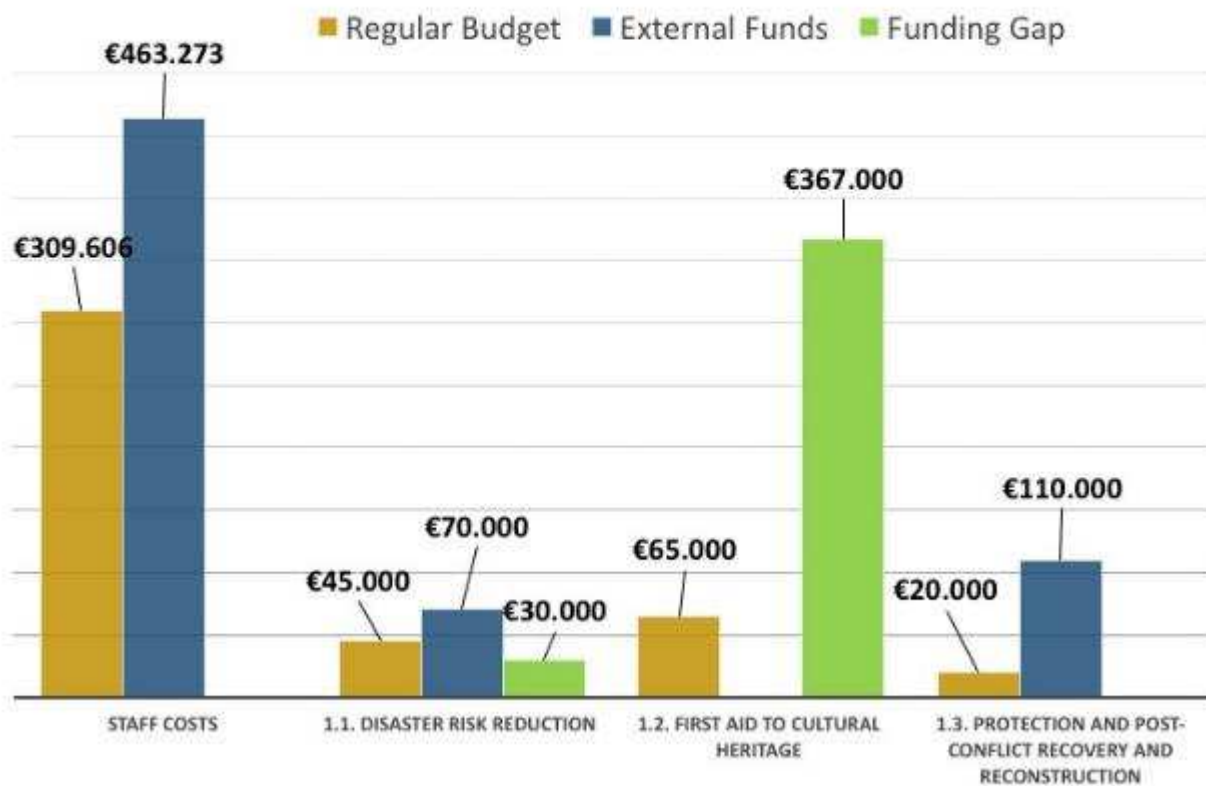
- the lack of general awareness of how heritage helps build resilience within communities against disasters and conflicts;
- the underrepresentation of cultural heritage in national policies and plans for disaster risk management and conflict prevention, as well as transformation; and
- the lack of a professional body of knowledge, inter-institutional pre-arrangements and standard practice for response, recovery and risk reduction for different types of cultural heritage.

And we have included some indicative deliverables for the programme.

The TEC (Total Estimated Costs) for this programme is about EUR 1.5 million. The first two columns on the left show staff costs from both the Regular Budget and external funds. This represents 52% of the total estimated costs. The rest is dedicated to the implementation of the projects.

ICCROM already has 73% of the resources needed to carry out this programme. The funding gap – what we need to raise, the green column in this graph – will be addressed at the end of this presentation.

## Programme 1 - Protecting cultural heritage in times of conflicts and disasters



The second programme will address cultural heritage in Africa. Agenda 2063, adopted by the African Union in 2013, refers specifically to cultural heritage in one of its seven aspirations.

In response, ICCROM will step up its work in Africa, building on its previous experiences and successes, which transformed the continent's heritage sector and created a new generation of professionals.

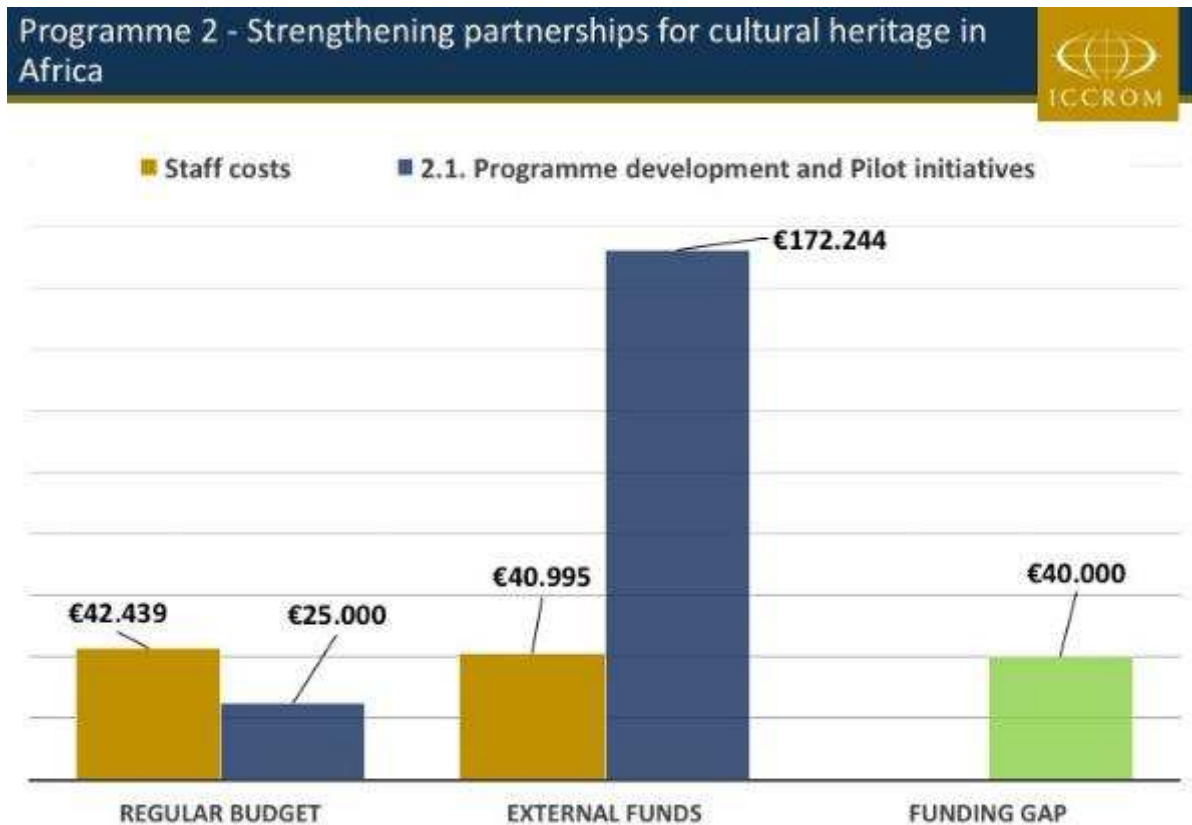
The professional landscape in Africa has changed since we began working there two decades ago, with a number of advancements in academic training for cultural heritage professionals and new industries shaped by technology. Africa is already ahead of the curve with regard to integrating new technologies; leveraging traditional management systems; and working at the nexus of the natural environment and cultural heritage. The programme will consider what Africa can offer the rest of the world and will bridge the gap in thinking between continents in terms of experiences and capacity building.

The programme has just one project for this biennium, because the next two years constitute its launching phase. We want this programme to be cutting edge, and this means that we must dedicate the necessary time to devise a solid strategy during this biennium, with a clear overview of programmatic content and related budget requirements, as well as a fundraising plan.

We want to involve new partners from sectors that are interested in using heritage as a tool for development and share a common interest in fostering communities, promoting peace and

inclusiveness, respect for the environment and stimulating local economies through innovation and empowerment.

This will of course lead to pilot activities which will set the stage for new possibilities further into our six-year strategic cycle.



At the heart of [Programme 3] are the sustainable development goals that integrate concern for a better quality life at the social, economic and environmental level, and promote peace and security.

It will look at diverse typologies of heritage and methodologies for its conservation, placing this conservation within the context of current and evolving theories and practices.

Important topics will include links in the management of cultural and natural heritage, the conservation of underwater and urban heritage, and the connection heritage can have with creative industries.

All of these elements focus on ensuring that communities are able to safeguard their heritage while at the same time improving quality of life.

All projects under this programme will be defined by a few big ideas: conservation that is people-centred, conservation that provides shared economic benefits for communities; and by heritage, which is a vital part of the identity of a majority of Member States and which is in dire need of

operational protection and legal measures. linking the management of both cultural and natural heritage.

ICCROM's role as an Advisory Body to the World Heritage Committee means that we are in a unique position to take advantage of the knowledge gained within the World Heritage system to provide Member States with quality services that will help them implement the Convention.

In addition, ICCROM will promote the use of such tools as the Heritage Impact Assessment for evaluating the impact of large-scale development like urban encroachment and infrastructure projects, which can affect both heritage and communities.

We will carry out a series of training activities for integrating sustainable development with cultural heritage and will put together publications and learning materials that will touch on topics like the People-Centred Approach to conservation.

And while we focus on immovable heritage, we will also work on moveable heritage (objects) and intangible heritage by furthering our activities on the conservation of audio-visual collections.

In this biennium, we will intensify our training offerings on the links between cultural and natural heritage, and how to care for sites that encompass both.

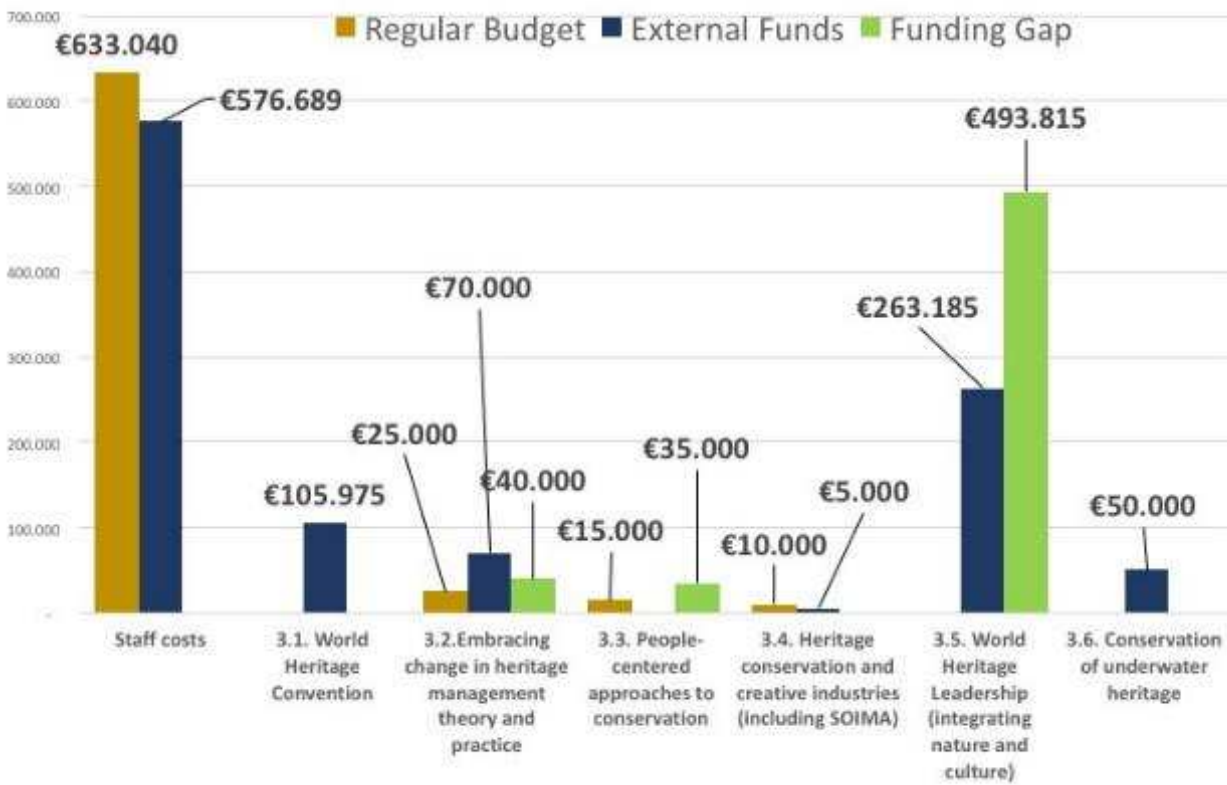
And finally, this programme will also consider the conservation of underwater resources.

The TEC for this programme is about EUR 2.3 million. The first two columns on the left show staff costs. This represents 52% of the total estimated costs. The rest is dedicated to the implementation of the projects.

ICCROM already has 75% of the resources needed to carry this out. Again, the funding gap – the green column – will be addressed at the end of this presentation.



## PROGRAMME 3: Social, Economic, Urban and Environmental Planning



[Programme 4] Over the last 20 years there has been a shift in paradigm from the concept of training individual professionals to building capacities – a broader concept that goes beyond single beneficiaries to strengthening institutions and networks on a wider scale and with more lasting effects.

Capacity building is something that ICCROM has already embraced for quite some time. So in essence we are doubling down on what we have already begun in order to reach a vaster audience within a changing sector.

This doesn't mean that we will abandon our traditional course offerings but rather make them correspond to contemporary needs and use new technologies.

These are the six projects that this programme will address.

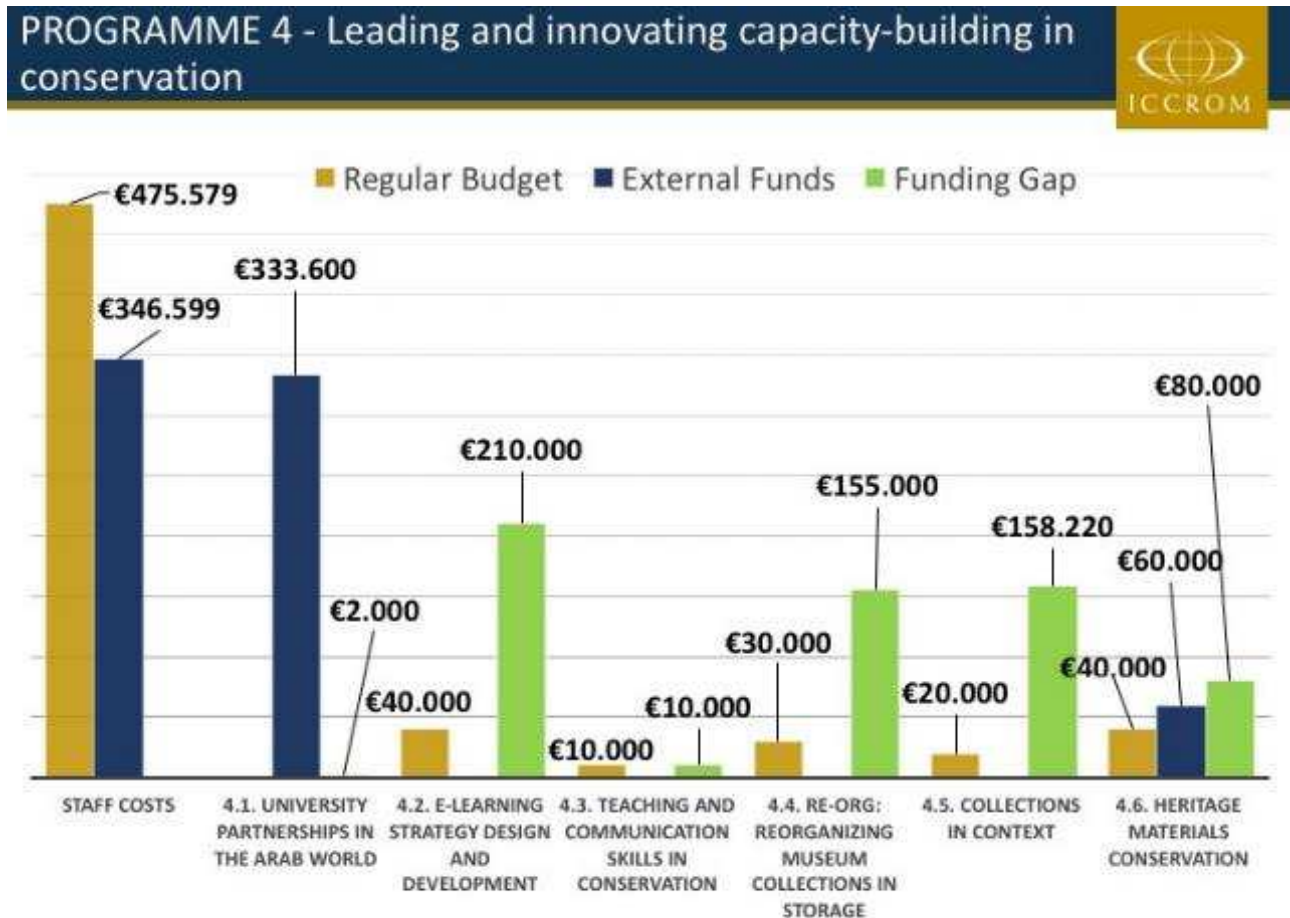
Relative to previous decades, we now see that several universities around the world offer programmes for conservation and management of cultural heritage. However, there are still discrepancies between regions, and there are discrepancies in the subject matter.

ICCROM will work to bridge the various gaps. For example, in the Arab world through the ICCROM-ATHAR Regional Office, where we will work to make programmes more interdisciplinary and produce Arabic language curricula and materials.

ICCROM will lay the strategic groundwork for a new pilot e-learning activity while continuing our traditional courses on heritage materials conservation that are still of great value.

Providing innovative approaches and methods to instructors around teaching and communication in conservation is yet another aspect of this programme, as is, for the first time in our history, the conservation of contemporary art in Latin America and the Caribbean.

And finally, we will look to increase the reach and impact of our successful RE-ORG project by developing a multilingual online platform to engage the modern, independent learner, as well as a joint project with universities to reintegrate the RE-ORG methodology into university curricula.



[Programme 5] ICCROM was created to study, engage with, strengthen and support heritage conservation within its Member States. We are located at the crossroads between international and national organizations, and our network is so vast, and so vital, reaching into every corner of the world. This puts us in the best position to shine a spotlight on our sector and identify new developments that are making an impact in cultural heritage, and on sustainable development.

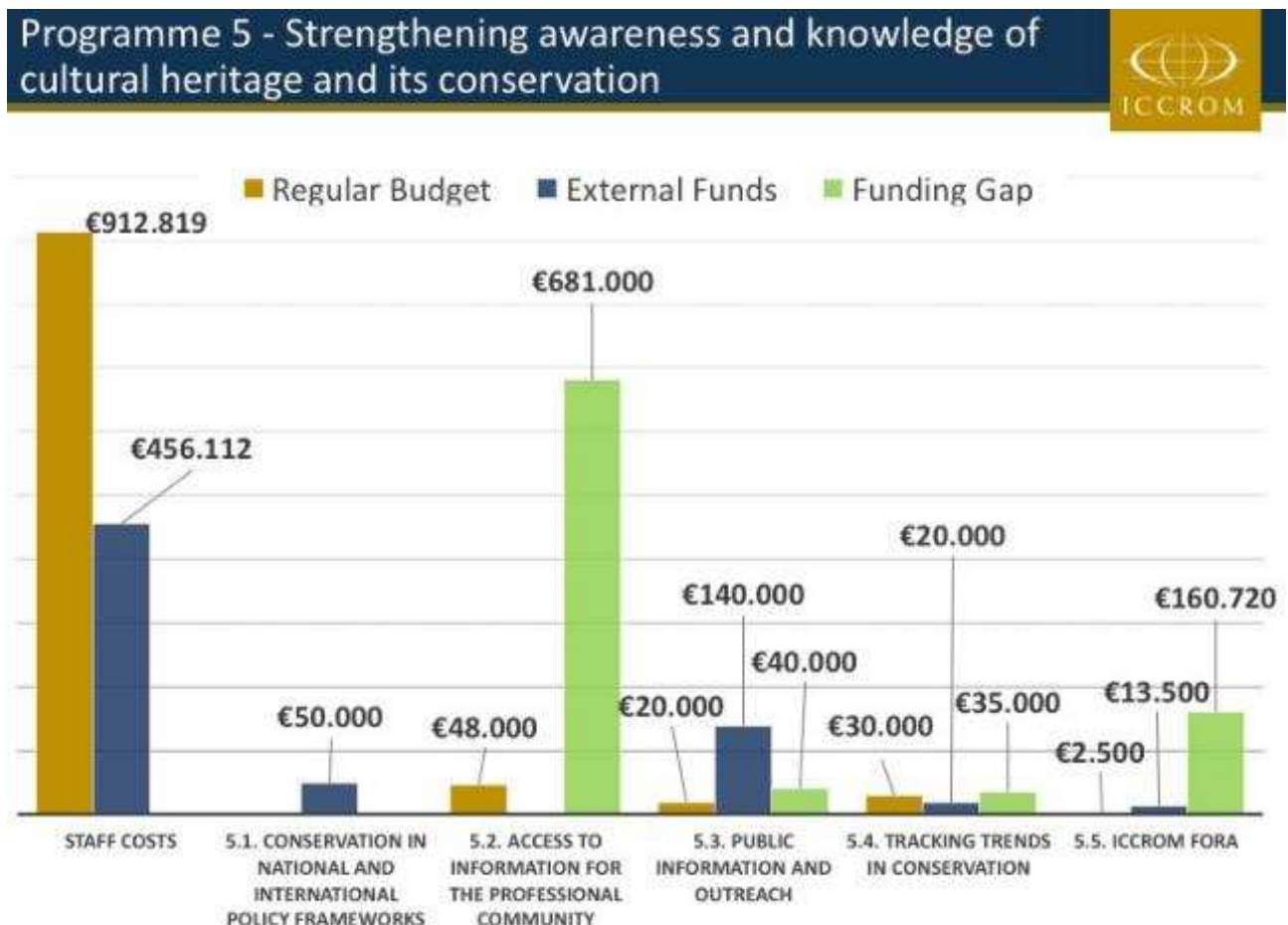
With geopolitical developments, social transformations and advancements in technology comes a need to revisit institutional and legal approaches to protecting cultural heritage. The older paradigms are not always enough to ensure that the culture that we care so deeply about is

adequately safeguarded. For this reason, we will lay the groundwork in this biennium to begin analysing policy environments and lending support to Member States seeking to step up their legislative, legal and policy frameworks. With the aim of improving policy environments, we will strive to assist at least two Member States in the Arab region within this biennium in updating their national heritage laws.

ICCROM is also developing a series of tools to share knowledge resources, from bibliographic and archival materials to our expanding offer of publications available online.

The development of heritage indicators is an important step to support data-informed conservation strategies for heritage throughout out the world. They will allow a better identification of key opportunities and challenges in terms of current and future trends in heritage conservation, knowledge gaps and capacity shortfalls worldwide.

The ICCROM Forum will continue to engage with topics of concern, and around the relevance of the heritage sector in the everyday life of citizens. The Fora open up the conversation about the role of heritage to new voices, and provide a platform to progress thinking on how best to use and manage cultural heritage for the benefit of people today.



As part of ICCROM's transformation, we are introducing a new Results-Based Management Framework to measure progress towards the strategic objectives but also strategic results.

ICCROM started to gather indicators in the current biennium, which are included in the 2016 Annual Report. We will build upon this, gathering other indicators that will constitute a baseline for the following years. The five previously mentioned programmes are closely tied to three strategic results, which I will now go over.

To begin with, ICCROM will focus on delivering expanded training and knowledge sharing opportunities, and will work to provide support at all levels, from policy to technical advice.

Indicators of our success will be reflected in the number of participants reporting improvement in their professional performance as a result of ICCROM's activities, the number of community-driven projects set up by former participants, and the number and uptake of online training.

With regard to knowledge, ICCROM will aim to enhance the dissemination of knowledge and information, striving for greater information equality among our Member States and increasing the offer of online resources.

Indicators will be the number of dissemination initiatives, the number of public information campaigns, the number of users of the ICCROM Library and Archive and their networks, and the number of project collaborations.

In addition to training and knowledge sharing, ICCROM will increase its strategic support for Member States through new creative partnerships, among others. This support will range from policy advice to technical support, through advisory missions and field projects. These efforts will be supported by sector analysis, collaborative research and events designed to provide an overview of the heritage conservation sector, and by highlighting emerging trends in the field.

Indicators of our success will be the number of Member States and institutions reporting improvements in their conservation strategies as a result of ICCROM's collaborations, as well as the number of advisory and evaluation missions carried out by ICCROM.

Communications is the pulse of any great organization, and for this reason it must be given the attention and support it needs to make our work better known in the global community. This is equally true for ICCROM. This PWB is ambitious and commits us to do many and great things. To achieve those things, however, requires a robust communications machine that will convey the importance of our work *and* fuel fundraising to close the funding gap that you saw earlier. Thus, corporate communication is not only vital to gaining visibility, it is essential to ensuring that we are able to position ourselves as an indispensable partner.

The total estimated costs for corporate communications and knowledge tools and services is about EUR 1.4 million (including staff costs).

ICCROM already has 97% of the resources needed to carry this out.

As you have seen, the plan is ambitious, so we will have to pace ourselves as an organization. We have a limited absorption capacity, and we can only take so much on. However, to meet the objects we have set, we have devised a budget that will allow us to grow as an organization as we implement our mandate within an environment of growing demand.

We are not starting fresh. Over the current biennium, we have already seen a drastic increase in our budget. We have already geared up to implementing a broader programme. However, as we

start the new biennium, our available resources are still limited. We have devised a budget that takes into account the resources we have, which includes the Regular Budget and voluntary contributions in-hand as well as the funding gap, which we will use as a fundraising target. This is why the budget scope presented to you is much wider than in the past.

Now I will pass the floor to Sophy Janowski, our Chief Management Officer, who will give you an overview of the budget envelope.

## **b) Presentation of Budget**

Ms Sophy Janowski, Chief Management Officer then took the floor to provide an overview of the budget envelope. She presented as follows:

Madame President, Excellency, delegates and colleagues,

I have the honour to continue this presentation by focusing on the budget that will allow ICCROM to carry out its ambitious PWB. Before going further, I want to let you know that I am aware that these graphs and charts may be difficult to read, so I will make this PowerPoint available on the GA website.

As you must have noticed while reading this PWB and its proposed budget, its presentation is different from the previous biennium. This is because it follows the United Nations model which presents its budget from the Total Estimated Costs needed to implement the programme.

As you can see on this table, which is Table 5 in the PWB (page 79 of the PWB, if you would like to read along more carefully), the TEC for 2018–2019 is EUR 16.3 million, including EUR 9.4 million from the Regular Budget and 4.3 million from voluntary contributions in-hand. Additionally, the budget envelope includes a supplementary EUR 2.6 million representing the estimated funding gap that needs to be raised to cover the total estimated cost of ICCROM's programme in the biennium 2018–2019. At present, ICCROM already has 84% of the needed resources to implement its programme of work.

The primary financial resource of ICCROM budget is the assessed contributions from Member States. For this biennium again they are based under zero nominal growth (ZNG). You can find the detailed of the assessed contributions from ICCROM Member States in Annex 3 of the PWB. There are a few things of note. First, the budget for the biennium 2018–2019 includes a slight increase in the estimated income from assessed contributions of Member States. This is due to the adhesion of Ukraine in the 2016–2017 biennium. Second, during the current biennium, some countries have indicated an interest in joining ICCROM or have already taken steps to do so. However, the assessed contributions from these countries will not substantially increase the overall Regular Budget of ICCROM.

The secondary financial resources of ICCROM are the voluntary contributions in-hand, which are detailed in Annex 4. They are coming from Member States or from other donors such as international organizations, funding agencies, private foundations and so forth.

I would like to point out the special contribution of EUR 1 million pledged by the Italian Government to ICCROM for the arrears of the building maintenance as well as the EUR 696 632 corresponding to the necessary amount for building maintenance for the biennium. Last week, we received notice from the Italian government of this pledge.

Estimates of income from Regular Budget and extra-budgetary resources in-hand for the biennium 2018–2019 amount to a total of EUR 13.7 million including EUR 9.4 million in Regular Budget resources and EUR 4.5 million in voluntary contributions. Additionally, the budget envelope includes a supplementary amount of EUR 2.6 million in extra-budgetary resources composed of new voluntary contributions, which are estimated to cover the total estimated cost of ICCROM's programme in the biennium 2018–2019, bringing the total budget envelope to EUR 16.3 million. These new voluntary contributions will be allocated to sections of the programmes and projects that will be implemented on the condition that the totality of the funds needed to implement the project activities be appropriated in full prior to financial commitments being made by ICCROM. The budget for the biennium 2018–2019 includes a slight increase in the estimated income from assessed contributions of Member States due to the adhesion of Ukraine in the biennium 2016–2017, despite the fact that Member States' contributions are still calculated based on ZNG. The total budget envelope compared with estimates of about EUR 10 million for the 2016–2017 biennium (exactly EUR 9 990 182) and a supplementary appropriation of EUR 4.2 million, as of 31 December 2016, reflects an increase of 41.98% in the total budget envelope approved by the General Assembly. In the biennium budget 2018–2019, the Secretariat proposes to include the TEC for all the programmes and projects, bringing the total budget envelope to EUR 16.3 million (exactly EUR 16 296 618) to ensure that the sharp growth of the programme budget seen during the biennium 2016–2017 is not repeated in this coming biennium.

## Available Resources constitute 84 % of the Biennium Budget



INCOME	Total Available Resources (TAR)			Additional Resource Requirement	Total Estimated Cost (TEC)  (Total Available Resources + New VCs)
	ICCROM Regular Budget 2018 - 2019	Voluntary Contributions (IN-HAND) 2018 - 2019			
		Programme	Staff Costs	Voluntary Contributions (NEW VCs) 2018 - 2019	
Contributions from ICCROM Member States for the Biennium 2018-2019	7,389,528	1,591,230	2,483,472	2,577,755	14,774,337
Other Contributions		35,720			
Italy Headquarters Agreement (Building Maintenance and Security)	696,632				
Special contribution from the Government of Italy	1,000,000				1,000,000
Bank Interest - Bank Accounts	10,000				10,000
Bank Interest - Invested Funds	87,000				87,000
Sales of Publications	5,000				5,000
Sales of Photocopies	1,000				1,000
Course Fees		49,404			49,404
Other income	10,000				10,000
Administrative Cost Recovery (Voluntary Contributions In-Hand)	187,633				187,633
<b>TOTAL INCOME</b>	<b>9,386,792</b>	<b>1,676,354</b>	<b>2,483,472</b>	<b>2,577,755</b>	<b>16,124,374</b>
Carry forward from previous biennium	-	172,244	-	-	172,244
<b>TOTAL RESOURCES</b>	<b>9,386,792</b>	<b>1,848,598</b>	<b>2,483,472</b>	<b>2,577,755</b>	<b>16,296,618</b>

**EUR 13,718,863**

This level of resources is the outcome of the lengthy budget formulation process, reflecting a thorough review and extensive consultations with programme managers to ensure the optimal utilization of resources required to fully, efficiently and effectively implement the Strategic Objectives and the mandate set by Member States. A range of adjustments has been taken into account resulting in reduced requirements for other staff costs, consultants, experts, staff travel, contractual services, general operating expenses, hospitality, supplies and materials, furniture and equipment.

In setting resource levels, adjustments have been taken into account for the delayed impact of new recruitment as a result of separation due to the retirement of staff.

Programme and project proposals also reflect the strengthening of ICCROM's implementation capacity in line with the provisions of the new Strategic Directions, whereby the Council acknowledged the growing demands on the Secretariat for programmes and the need for increased, timely, stable and predictable resources for their implementation.

Before going further, I wanted to briefly review the allocation of the Regular Budget to the programmes that were just presented to you.

[The chart below] summarizes the available resources for the five programmes, corporate communication as well as fellowships and internships. The TEC is around EUR 10 million, of which 7.7 million is already available to ICCROM.

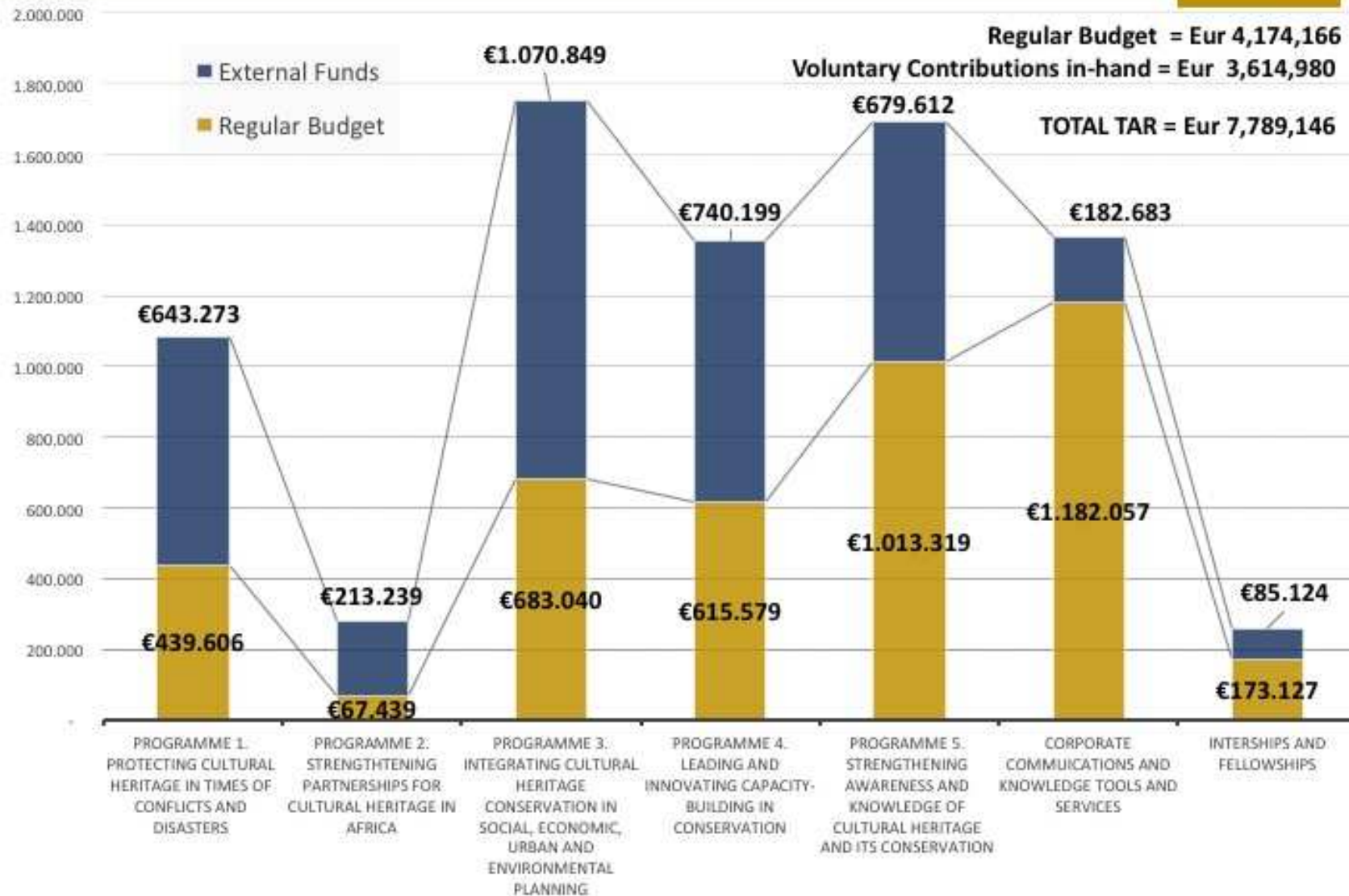
The brown is the Regular Budget and the blue, on top, the external funds.

The second column to the left is Programme 2 on strengthening partnership in Africa. The smaller allocation is due to the fact that this programme is just in its initial phase.

Programme 3 on integrating cultural heritage conservation in social, economic, urban and environmental planning (third column from the left) has received higher funding because of its innovative nature-culture project.



# Total Available Resources (TAR) – Programme Allocation



Before going into the details of the operating cost, I wanted to remind you that the methodology used in preparing the financial requirements under the PWB remains unchanged from what was used in the previous biennium and endorsed by the General Assembly. Under that methodology, the revised appropriations for the current biennium are the starting point or baseline against which change is calculated.

For the biennium, ICCROM has general operating expenses of almost EUR 6 million covered by 5.2 million from the Regular Budget and EUR 717 000 from voluntary contributions in-hand. [See table below.]

Proposed increases and reductions are measured against the revised appropriations for 2016–2017, and changes that are being proposed to the current budget are indicated. Those changes reflect, among other things, adjustments for the introduction of non-recurrent provisions in the current biennium and mandatory increases in the full resource provision in 2015–2017 for tax refunds to employees not costed in the biennium budget 2016–2017.

A range of adjustments has been taken into account resulting in reduced requirements for other staff costs, consultants, experts, staff travel, contractual services, general operating expenses, hospitality, supplies and materials, furniture and equipment. In setting resource levels, adjustments have been taken into account for the delayed impact of new recruitment as a result of separation due to the retirement of staff.

Adjustments for the introduction of non-recurrent provisions of EUR 499 714 in the General Operating Expenses section for employee tax refund to provide for the risk associated to the possible delay of the ratification of the agreement by the Italian Parliament and an adjustment of EUR 430 632 for Headquarters Building Maintenance and Security corresponding to the difference between amounts received in 2016 and 2017 (EUR 133 000 per year) and the actual expenditure (EUR 696 000).

Once the implementation of the revised HQ Agreement is confirmed and the liability regarding future tax refund is assessed, a request will be made to the Council to transfer the amount from operating reserve to the budget to a Central Priority Fund (CPF) and invested in ICCROM's programmes and operations, including the full provision of the ASHI Fund for the biennium 2018–2019.

The provision for Headquarters Building Maintenance and Security is likely to remain during the biennium.

Regarding operating expenses, you will see on [the pie chart below] greater detail on the allocation of operating costs, for the sake of transparency and to reflect the stronger emphasis on management and administration's role in supporting the implementation of ICCROM's programme of work.

On the Total General Operating Expenses, 54% is dedicated to support the funding of projected ASHI costs for active staff and retirees

In accordance with ICCROM Staff Rules and Regulations, ICCROM staff members acquire the right to subsidized ASHI coverage if they meet certain eligibility criteria. The cost of former officials' ASHI coverage is shared between themselves and ICCROM. International Public Sector Accounting Standard (IPSAS) 25, which ICCROM will adopt in 2018, requires that ICCROM's liability for this acquired right be accounted for on a full accrual basis and be reported as such in

ICCROM's financial statements. This requirement ensures that the financial statements reflect completely all current and long-term liabilities. The ASHI liability reported in the ICCROM financial statements will refer to total estimated cost in respect of all current retirees and all active staff members with sufficient service to have achieved eligibility for ASHI. The total ASHI liability is an estimate calculated by ICCROM's new independent actuary (Parametrica) taking into consideration the trends in health-care costs, mortality rates, the demographic make-up of the insured population, inflation, etc. It is based on an approach developed by the actuarial profession and endorsed by accounting standard setters as being the most accurate method for projecting the amount of the organization's future obligation. The ASHI liability valuation is highly sensitive to cost and demographic and financial factors, and year-to-year variances can be significant. The principal factors which cause the change in the annual value of the liability, collectively referred to as actuarial financial assumptions, are the discount rate, medical trend rate, life expectancy and length of service of active staff. As of April 2017, Parametrica's calculation of accrued ASHI liability for the biennium 2018–2019 was EUR 555 367.

The difference of EUR 196 481 between the amount budgeted in the PWB (i.e. EUR 358 886, which corresponds to the actual amount allocated in 2016 as confirmed by the actuaries) and the calculation of accrued ASHI liability for the biennium 2018–2019 will be covered during the course of the biennium either through income from the administrative cost recovery from new voluntary contributions and/or the reallocation of the operating reserve set aside for tax refund, if possible. Alternatively, the recruitment of one post becoming vacant in 2018–2019 will be postponed until 2020 and the savings allocated to the ASHI liability.

As of the end of 2011, with the adoption of IPSAS, all UN-system organizations had recognized in their financial statements their liability for ASHI as calculated by independent actuaries. This has significantly increased awareness throughout the UN system of the extent of the ASHI liability. Information on the total ASHI liability of each UN-system organization at the end of 2011 was collected by the secretariat of the Chief Executives Board for Coordination (CEB) and published in a document presented to the UN General Assembly in 2013. This information contained in the report recalls that, although the majority of organizations have not yet started funding their ASHI liability, a number, including some specialized agencies, have taken initial steps. Various approaches have been utilized by the organizations to accumulate reserves, including one or more of the following:

- annual or biennial appropriations from their regular or core budgets;
- appropriation of prior period surpluses;
- payroll charges to all funds or solely to extra-budgetary funded activities; and
- investment earnings on accumulated balances of their ASHI reserve or health insurance fund.

# General Operating Costs (in EUR)

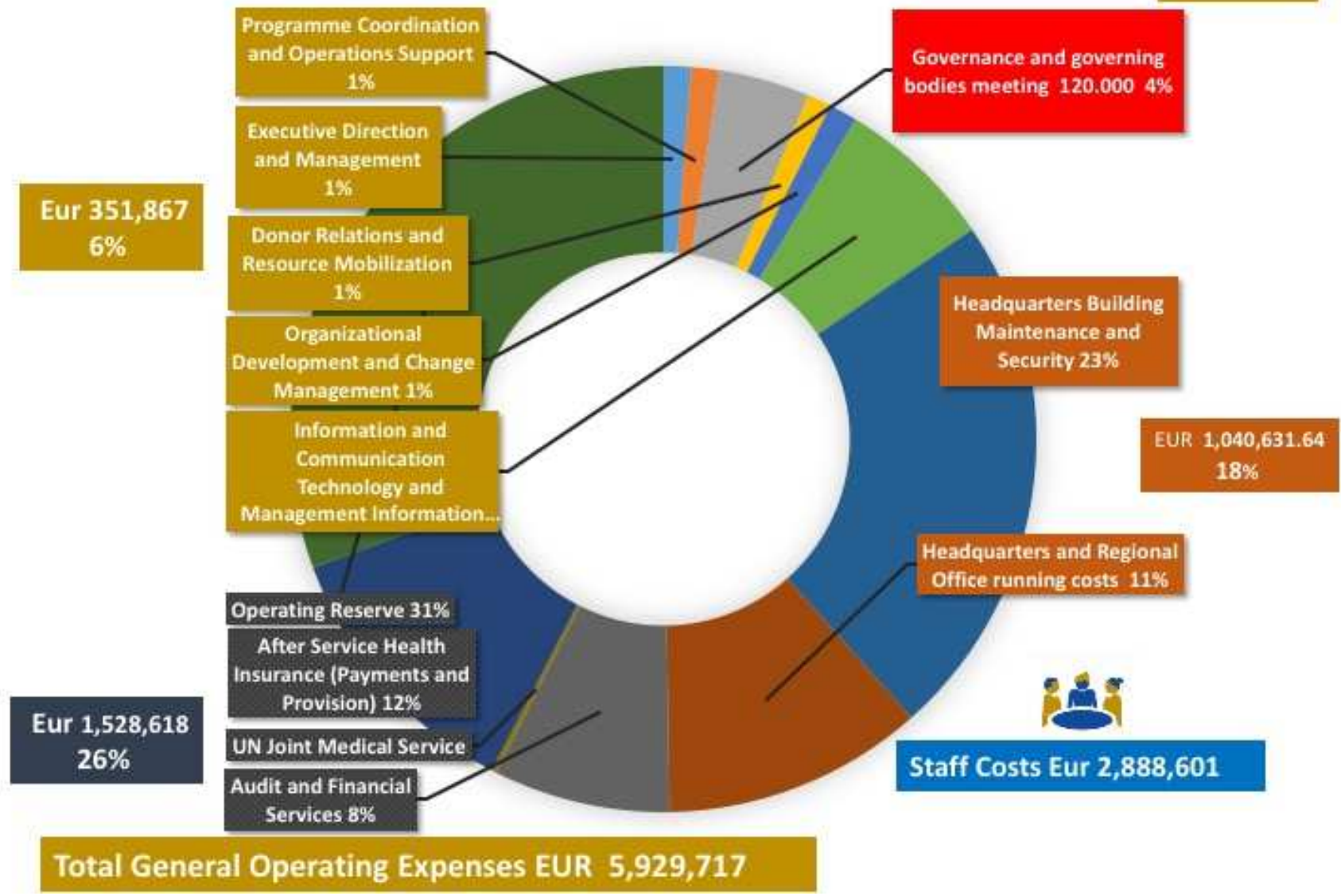


EXPENDITURES	ICCROM Regular Budget 2018 - 2019		Voluntary Contributions (IN-HAND) 2018 - 2019		Voluntary Contributions (NEW VCs) 2018 - 2019	Total Estimated Cost (TEC) (Including Staff Costs)
	Programme	Staff Costs	Programme	Staff Costs		
<b>A. GENERAL OPERATING EXPENSES</b>						
Executive Direction and Management	36 000					36 000
Programme Coordination and Operations Support	17 000		20 000			37 000
Governance and governing bodies meeting	120 000					120 000
Donor Relations and Resource Mobilization	12 000		20 000		513 091	32 000
Organizational Development and Change Management	37 200	2 375 510				37 200
Information and Communication Technology and Management Information Systems	179 667		30 000			209 667
Headquarters Building Maintenance and Security	696 632					696 632
Headquarters and Regional Office running costs	237 000		107 000			344 000
Audit and Financial Services	205 886		27 000			232 886
UN Joint Medical Service		6 500				6 500
After Service Health Insurance (Payments and Provision)		358 886				358 886
Operating Reserve (Employee Income Tax Refund & Headquarters Building Maintenance and Security )	430 632	499 714				930 346
<b>TOTAL GENERAL OPERATING EXPENSES</b>	<b>1 972 016</b>	<b>3 240 610</b>	<b>204 000</b>	<b>513 091</b>		<b>5 929 717</b>

5 212 626

717 091

# The Cost of Operating ICCROM – Aligning Costs to the Business Transformation Strategy

An expenditure level of EUR 8.2 million under salaries and benefits is included in this budget, composed of EUR 6.2 million from the regular budget plus EUR 2.5 million from voluntary contributions in-hand.

ICCROM salaries and benefits are calculated on the basis on the salary schedule established by the United Nations for both the Professional and General Services categories. As such ICCROM has no control over its determination and cost of living adjustments.

For the 2018–2019 biennium, salaries have been projected taking into account a 2% increase foreseen as adjustment for cost of living fluctuations in addition to the regular step increase that staff members receive every two years for General Service Staff and every year for Professional Staff.

At the request of the Council, an extensive review of staffing resources will be conducted to ensure the optimal alignment of functions required to implement the strategies planned for 2018–2023 and streamline administration following the implementation of the new ERP systems, including SAP Universe Path.

The level of resources available for the 2018–2019 biennium amounts to EUR 13.7 million, so that is an increase of approximately of EUR 3.7 million (excess over approved budget) compared to the current budget envelope of EUR 9.9 million euros. However, keep in mind that this proposed level is below the amount ICCROM actually received in the 2016–2017 biennium, which at the end of December 2016 amounted to EUR 14.2 million. (See Annex 5 – Status of ICCROM Budget and Expenditure as of 31 December 2016.)

On the programme, you will see an increase of EUR 667 000 for the next biennium, which is great news as it will allow ICCROM to implement more activities.

The decreased budget on corporate communication is due to the reallocation of communication cost in Programme 5. This topic is vital to insure the development and transformation of the organization.

The EUR 1 million increase in the general operating expenses is due to the real amounts on the taxes reimbursement and the building maintenance.

To conclude, the proposed budget reflects a reality that was not shown before and from which ICCROM will be able to embrace its transformation.

As we said previously, for the first time in its history, ICCROM has aligned itself with the United Nations PWB structure. The budget that was just presented is the ideal goal that ICCROM is aiming to reach if we want to implement all the activities that are presented here. As you have seen, ICCROM already has 84% of what it needs to carry out its full slate of activities. So the aim is now to find the remaining 16%, which equates to about EUR 2.5 million.

The provisional ZNG budget is summarized in Table 5: Summary of 2018–2019 regular budget estimates by object of expenditure (in EUR) ([GA 30/10](#), pp. 79–82) [also see below] in a simplified form and comprises these activities that are proposed on the basis of the expected contributions from Member States, other income and voluntary contributions, both committed and those which need to be raised (new voluntary contributions). In this connection, it is essential for ICCROM to continue fundraising to reinforce the ability to implement its Strategic Directions and biennial plans.

Table 5. Summary of 2018–2019 regular budget estimates by object of expenditure (in EUR)

**INCOME**

INCOME	Total Available Resources (TAR)		Additional Requirement	Total Estimated Cost (TEC)	
	ICCROM Regular Budget	Voluntary Contributions (In-Hand)		(Total Available Resources + New VCs)	
		Programme	Staff Costs		
Contributions from ICCROM Member States for the Biennium 2018–2019 (ZNG)	7 389 528	1 591 230	2 483 472	2 577 755	14 774 337
Other Contributions		35 720			
Italy Headquarters Agreement (Building Maintenance and Security)	696 632				
Special Contribution from the Government of Italy	1 000 000				1 000 000
Bank Interest – Bank Accounts	10 000				10 000
Bank Interest – Invested Funds	87 000				87 000
Sales of Publications	5 000				5 000
Sales of Photocopies	1 000				1 000
Course Fees		49 404			49 404
Other Income	10 000				10 000
Administrative Cost Recovery (Voluntary Contributions In-Hand)	187 633				187 633
<b>TOTAL INCOME</b>	<b>9 386 793</b>	<b>1 676 354</b>	<b>2 483 472</b>	<b>2 577 755</b>	<b>16 124 374</b>
Carry Forward from Previous Biennium	-	172 244	-	-	172 244
<b>TOTAL RESOURCES</b>	<b>9 386 793</b>	<b>1 848 598</b>	<b>2 483 472</b>	<b>2 577 755</b>	<b>16 296 618</b>
<i>incl. Total Available Resources</i>	<b>13 718 863</b>				

Table 5. Summary of 2018–2019 regular budget estimates by object of expenditure (in EUR) (cont.)

**A. EXPENDITURE – GENERAL OPERATING EXPENSES**

EXPENDITURE	ICCROM Regular Budget		Voluntary Contributions (In-Hand)		Voluntary Contributions (New VCs)	Total Estimated Cost (TEC)
	Programme	Staff Costs	Programme	Staff Costs		
<b>GENERAL OPERATING EXPENSES</b>		2 375 510		513 091		2 888 601
Executive Direction and Management	36 000					36 000
Programme Coordination and Operations Support	17 000		20 000			37 000
Governance and Governing Bodies Meeting	120 000					120 000
Donor Relations and Resource Mobilization	12 000		20 000			32 000
Organizational Development and Change Management	37 200					37 200
Information and Communication Technology and Management Information Systems	179 667		30 000			209 667
Headquarters Building Maintenance and Security	696 632					696 632
Headquarters and Regional Office Running Costs	237 000		107 000			344 000
Audit and Financial Services	205 886		27 000			232 886
UN Joint Medical Service		6 500				6 500
After Service Health Insurance (Payments and Provision) <sup>18</sup>		358 886				358 886
<i>Operating Reserve (Employee Income Tax Refund &amp; Headquarters Building Maintenance and Security)</i>	430 632	499 714				930 346
<b>TOTAL GENERAL OPERATING EXPENSES</b>	<b>1 972 016</b>	<b>3 240 610</b>	<b>204 000</b>	<b>513 091</b>	<b>-</b>	<b>5 929 717</b>



Table 5. Summary of 2018–2019 regular budget estimates by object of expenditure (in EUR) (cont.)

## B. EXPENDITURE – PROGRAMME COSTS

EXPENDITURE	ICCRUM Regular Budget		Voluntary Contributions (In-Hand)		Voluntary Contributions (New VCs)	Total Estimated Cost (TEC)
	Programme	Staff Costs	Programme	Staff Costs		
<b>Programme 1. Protecting Cultural Heritage in Times of Conflicts and Disasters</b>		309 606		463 273		772 880
1.1. Disaster Risk Reduction	45 000		70 000		30 000	145 000
1.2. First Aid to Cultural Heritage	65 000		-		367 000	432 000
1.3. Protection and Post-conflict Recovery and Reconstruction	20 000		110 000		-	130 000
<b>Total Programme 1</b>	<b>130 000</b>	<b>309 606</b>	<b>180 000</b>	<b>463 273</b>	<b>397 000</b>	<b>1 479 880</b>
<b>Programme 2. Strengthening Partnerships for Cultural Heritage in Africa</b>		42 439		40 995		83 433
2.1. Programme Development and Pilot Initiatives	25 000		172 244		40 000	237 244
<b>Total Programme 2</b>	<b>25 000</b>	<b>42 439</b>	<b>172 244</b>	<b>40 995</b>	<b>40 000</b>	<b>320 677</b>
<b>Programme 3. Integrating Cultural Heritage Conservation in Social, Economic, Urban and Environmental Planning</b>		633 040		576 689		1 209 729
3.1. World Heritage Convention	-		105 975		-	105 975
3.2. Embracing Change in Heritage Management Theory and Practice	25 000		70 000		40 000	135 000
3.3. People-Centred Approaches to Conservation	15 000		-		35 000	50 000
3.4. Heritage Conservation and Creative Industries (Including SOIMA)	10 000		5 000		-	15 000
3.5. World Heritage Leadership (Integrating Nature and Culture)	-		263 185		493 815	757 000
3.6. Conservation of Underwater Heritage	-		50 000		-	50 000
<b>Total Programme 3</b>	<b>50 000</b>	<b>633 040</b>	<b>494 160</b>	<b>576 689</b>	<b>568 815</b>	<b>2 322 704</b>
<b>Programme 4. Leading and Innovating Capacity Building in Conservation</b>		475 579		346 599		822 178
4.1. University Partnerships in the Arab World	-		333 600		2 000	335 600
4.2. E-learning Strategy Design and Development	40 000		-		210 000	250 000
4.3. Teaching and Communication Skills in Conservation	10 000		-		10 000	20 000
4.4. RE-ORG: Reorganizing Museum Collections In Storage	30 000		-		155 000	185 000
4.5. Collections in Context	20 000		-		158 220	178 220
4.6. Heritage Materials Conservation	40 000		60 000		80 000	180 000
<b>Total Programme 4</b>	<b>140 000</b>	<b>475 579</b>	<b>393 600</b>	<b>346 599</b>	<b>615 220</b>	<b>1 970 998</b>

Table 5. Summary of 2018–2019 regular budget estimates by object of expenditure (in EUR) (cont.)

## C. EXPENDITURE – PROGRAMME COSTS (CONT.)

EXPENDITURE	ICCROM Regular Budget		Voluntary Contributions (In-Hand)		Voluntary Contributions (New VCs)	Total Estimated Cost (TEC)
	Programme	Staff Costs	Programme	Staff Costs		
<b>Programme 5. Strengthening Awareness and Knowledge of Cultural Heritage and Its Conservation</b>		912 819		456 112		1 368 931
5.1. Conservation in National and International Policy Frameworks	-		50 000		-	50 000
5.2. Access to Information for the Professional Community	48 000		-		681 000	729 000
5.3. Public Information and Outreach	20 000		140 000		40 000	200 000
5.4. Tracking Trends in conservation	30 000		20 000		35 000	85 000
5.5. ICCROM Fora	2 500		13 500		160 720	176 720
<b>Total Programme 5</b>	<b>100 500</b>	<b>912 819</b>	<b>223 500</b>	<b>456 112</b>	<b>916 720</b>	<b>2 609 651</b>
<b>TOTAL PROGRAMME COSTS</b>	<b>445 500</b>	<b>2 373 482</b>	<b>1 463 504</b>	<b>1 883 668</b>	<b>2 537 755</b>	<b>8 703 910</b>
<b>C. CORPORATE COMMUNICATION AND KNOWLEDGE TOOLS AND SERVICES</b>		884 177		86 713		970 890
Annual Report and Global Appeal	92 500		-		-	92 500
General communications management and coordination	30 000		6 000		-	36 000
Website maintenance and development	32 000		30 000		-	62 000
Library acquisitions	39 380		-		5 000	44 380
Library operations	40 000		-		-	40 000
Archival operations	20 000		-		20 000	40 000
Publication marketing (incl. e-books)	6 000		-		-	6 000
Publication production	30 000		-		-	30 000
Promotional materials	8 000		25 970		-	33 970
Promotional video	-		34 000		15 000	49 000
<b>TOTAL CORPORATE COMMUNICATION AND KNOWLEDGE TOOLS AND SERVICES</b>	<b>297 880</b>	<b>884 177</b>	<b>95 970</b>	<b>86 713</b>	<b>40 000</b>	<b>1 404 740</b>
<b>D. International Fellowships and ICCROM Internships</b>	-	173 127	85 124	-	-	258 251
<b>TOTAL EXPENDITURE (A+B+C+D)</b>	<b>2 715 396</b>	<b>6 671 397</b>	<b>1 848 598</b>	<b>2 483 472</b>	<b>2 577 755</b>	<b>16 296 618</b>
<b>TOTAL BUDGET ENVELOPE (Available Resources ONLY)</b>	<b>9 386 793</b>	<b>4 332 070</b>				
		<b>13 718 863</b>				

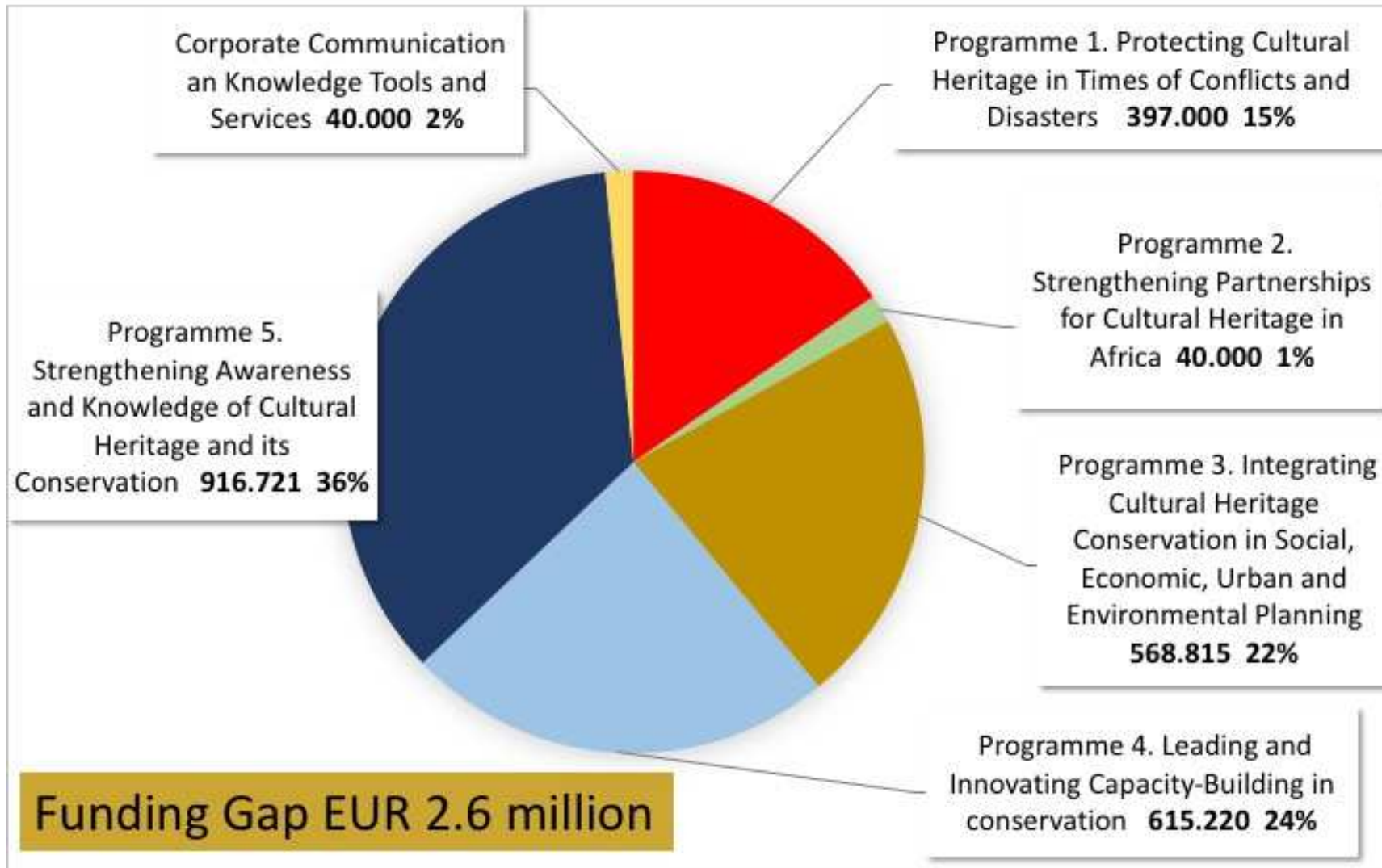
Broken down for each year, we're talking just over EUR 1.3 million, which is achievable and reasonable. We've already raised 4.5 million for the coming biennium, so what remains is a relatively small sum.

[The pie chart below] brings together all of the amounts needed, divided by programme.

If we do not raise all of the funds, ICCROM will have to prioritize which activities we will carry out and which we will have to leave be.

The fundraising will start in few weeks with a global appeal to all our stakeholders: Member States and other current and potential donors. This will go hand in hand with a large-scale media campaign that will shine a light on ICCROM and the power of cultural heritage to transform our world.

## Focus on an ICCROM-wide fundraising strategy



**c) Discussion**

Ms Nyhamar opened the floor up to discussion on programme and budget.

Mr Thomas Duffy, Chargé d'Affaires of the Embassy of the United States in Rome and delegate from the United States, made the following statement:

Thank you Director-General and thank you Sophy for the thorough presentation on ICCROM's Programme of Work and Budget. We commend ICCROM for its continued commitment to a zero nominal growth budget and the work of the Council, the Bureau, and the Secretariat on this important goal. We are all aware of the challenges that ICCROM faces, in terms of matching the available resources to its growing mandate. Worldwide, the trends of international organizations is a decrease in unrestricted core funding. Traditional donor countries are increasingly in growing restricted budget environments. Nearly half of ICCROM's operating budget comes from the assessed contributions of only ten countries. The United States therefore strongly encourages ICCROM to diversify and broaden its donor base, to strengthen the organization against financial shocks. To that end, we commend the Chief Management Officer's resource-mobilization efforts, as well as the value-for-money plan. We view with interest the funding sources regarding after-service medical care and look forward to receiving more information on the division between programme and voluntary contributions to filling that important gap. Part of ICCROM's financial health is having top-notch publications that explain the work of the organization to potential donors, and we commend the 2016 Annual Report, which was explained earlier today. We believe the production values and content of that Annual Report are a big step towards modernizing ICCROM's communications and publications. We applaud the adoption of the new combined accounting system, which will help increase transparency, accountability and the efficient use of resources. This new accounting system will also help boost donor confidence. The final part of strengthening ICCROM's financial health is strengthening Member State involvement in intercessional decision making. We believe that a small organization like ICCROM is vulnerable to even small variances in financial contributions. The Council and the Bureau do an exceptional job in guiding the organization. But, Council and Bureau members serve in their individual capacities, not as representatives of Member States. The need for long-term financial sustainability, we believe, requires strong Member State buy-in, and regular Member State involvement. We therefore should consider the merits of having intercessional governing bodies and include the consideration of a budget and finance committee, such as the practice as we see in other organizations here in Rome. Lastly, we know the progress that ICCROM has reported in resolving issues related to tax reimbursement and building maintenance costs with the Italian Government. We commend the Italian Government on their important steps in this regard, and we look forward to a final resolution in the near future.

Mr Bruno Favel, Head of the Department of European and International Affairs, Directorate General of Heritage, Ministry of Culture and Communication of France and delegate from France, emphasized the inconsistency in the programmes and budget. There was encouragement for aid to Africa but presentation of the worst budget ever for Africa, which stunned him. He noted that there was not much progress in response over the last six years and not much progress made

despite RE-ORG. Overall interest for Africa seemed weak. He noted the positive points crediting for other topical issues namely related to post-conflict and post-earthquake initiatives. However, this was part of all international organizations. He noted that there cannot be a focused programme without finding the resources to be devoted to the African programme. He asked for an effort to try to emphasize diversifying contributions and other efforts aimed at Africa.

He thanked the Council chair Marie Lavandier for her work for the Executive Council and her various duties with her important post at Louvre-Lens. He noted her work with ICCROM was as an unpaid post. He thanked her for the work she has done.

He also thanked Mr De Caro for having done much over the last six years. He hoped he would not have to repeat the same words about Africa in six years' time.

Mr De Caro responded to the delegate from France as follows:

Yes, you are right. When I look at Africa it is striking. We have been talking about Africa for a long time, but we need projects, proposals. There have been so few proposals, and they need to be mutual with counterparts. For this reason, we thought to start a new African strategy. Perhaps we are not talking to the right parties. A year ago, we decided to review and develop a new policy for Africa. We questioned African colleagues in the system on who new partners are. In 2009, we had found some good landmarks in terms of donors. Now there is a need to verify to what extent the situation has changed. We have the resources for the strategy and to engage an African consultant. If an African policy is developed and approved by the Council ASAP – now that we have an African Director-General – it will dispel doubts. ICCROM has a reserve budget that can be drawn on also.

Mr Martin, Vice-President of the Council for Administration and delegate from Switzerland, thanked ICCROM for the work programme and budget. It demonstrated that there is breakdown between direction and strategic objectives that relate to programme and projects. Especially the voluntary contributions part seemed reasonable based on the previous biennium. He was confident we can find the right amount to implement programmes.

With regard to Africa, he was satisfied to see it in the Strategic Directions and the implementation of the Programme, and proud that Switzerland could contribute to making progress in this area. He joins France in stating that we need more resources for Africa, but also other programmes that are equally urgent, in the form of voluntary contributions. More generous VCs will enrich this programme presented today.

The delegate from Sweden expressed congratulations for the new Strategic Directions and the planned implementation, noting in particular the integrated perspective based on the SDG goals and efforts to build on previous activities on the African continent.

She made two comments. First, many activities that address looting and illegal trading need to receive attention in countries in conflict. This will continue to be high priority. Second, she noted the linked perspective between nature and culture can be extended to include underwater heritage. Near the Baltic Sea the conditions for preservation of organic material are important to

take into account for Sweden. She invited contact with national heritage bodies and ICCROM to learn from different regional projects that had already been done.

Ms Hanssen, delegate from the Netherlands, thanked the Director-General for the exemplary way of linking projects to strategic goals and the SDGs.

She drew attention to Programme 3 and people-centred approaches (PCA) to conservation. PCAs represent a paradigm shift. The question is how to ensure involvement of communities and how to engage them and strengthen their ability to participate. There is a need for research and development with this new approach and much to do.

As the Director-General and Ms Janowski showed, an important part of programme has been covered, but still there is a funding gap and need for more funding. Because of this appeal and need for support, the Netherlands will provide a VC for the people-centred approach and wished this approach success.

Ms Nyhamar read through the resolution for the budget approval by the GA.

Ms Ringbeck, the German delegate, asked where the proposal might be found for review.

Ms Kell, the Canadian delegate, also asked to clarify these activities that had core and VC components. It is not clear to her whether in every case we will be able to spend the core budget if we do not get VCs. Is the core budget assigned to specific activities which will go forward regardless of whether there are voluntary contributions, or is there a risk that some of this core budget spending will not happen. If that is the case, what will become of those funds?

Ms Janowski indicated that the Secretariat had worked on developing a solid project implementation plan over two years. Available funds were allocated to projects also in view of the fact that programme managers needed time to manage any gap. The core activities will be implemented and the gap refers usually to additional activities, not core ones. There are exceptions.

Most projects have 3 budget components: Regular Budget (RB), Voluntary Contributions In-Hand (VCs) and New Voluntary Contributions (New VCs) which constitute the funding gap. A 16% funding gap is manageable through reallocation. If project is not successful enough to attract needed funds, ICCROM will reallocate from somewhere else. The organization adapts projects to the reality of its resource mobilization and fundraising achievements.

Mr King, Director of the Sites Unit, added that there is a possibility to rescale some activities. For example, if the costs of a course will only cover a shorter time frame, the activity can be scaled down to reflect the amount you actually have.

Ms Janowski resumed and reviewed the different sources such as Regular Budget and Voluntary Contributions In-Hand which are grants already received for specific projects and activities. She highlighted that to the extent possible given the limited core resources available, the level of a critical mass of core funding had been allocated. This served multiple purposes. First, it quantified the level of resources in support of ICCROM programmes, thereby clearly indicating the resource mobilization target for multiyear/non earmarked contributions. Second, it increased the prospect of adequate financing for the implementation of strategic plans; and third, it motivated ICCROM to define critical vs. non critical functions, leading to rationalization of programmes. If however ICCROM was not successful in funding the resource gap over the biennium, regular budget resources allocated to activities that do not have an adequate level of resources would be reallocated elsewhere.

The problem was very complex if by chance we do not manage to cover the budget. In these cases, as Mr King indicated, we can reduce scale to adapt to other resources. We can also make budgetary reallocations.

Ms Nyhamar requested approval of the PWB and resolution and requested a vote.

Ms Ringbeck, the German delegate, indicated again wanting to look at draft version.

Ms Nyhamar indicated the information was summarized in Table 5 of the report.

Ms Ringbeck asked where the text of the resolution was.

Ms Nyhamar indicated she would be provided with a copy

Ms Ringbeck suggested that such resolutions should be distributed in written format in advance. Ms Kell suggested it be made available in the two official languages.

Ms Nyhamar asked for show of hands on approval of the budget by voting card.

The budget was approved by the General Assembly by voting card.

## **Agenda Item 21. Thematic Discussion: Post-conflict Reconstruction – Recovery and Community Involvement**



## a) Introduction

Ms Nyhamar gave the floor to Ms Lavandier, Chairperson of the Council and Director of Louvre-Lens, to introduce the session. Ms Lavandier indicated this was the second time a thematic session had been undertaken at a GA.

She indicated that destruction of culture was being used as a propaganda tool to eradicate history and the identity of enemies. In this context, we decided to have this thematic discussion and speak specifically about post-conflict recovery and community involvement.

This was initiated in a conference at the Louvre-Lens museum. In this conference, there was discussion at the regional and international level which focused on comparing different examples from different periods and settings. Rebuilding cultural heritage requires speaking about techniques as well as financial aspects. We looked at European cities as well as Beirut and Aleppo and the role of agencies such as the World Bank in financing reconstruction.

We decided that multidisciplinary is important. We wanted to focus on social and human dimensions that have been neglected. We have to understand what was destroyed and consider what was the reality and involve all the different actors. We have to respect people and territories without neglecting the needs of these territories. To think about possible approaches must mean adopting an integrated approach and having to take into account of the concept of reconciliation.

The first conference identified a series of good practices, and today we will speak about the need to put together these different actors and approaches and consider the human and social dimension.

Discussion will certainly follow that will be interesting and will enrich the first debate started at Louvre-Lens. In this context, we have to speak more and more about this topic and the role that ICCROM can play in this regard.

She thanked the chair of working group, Mr Zaki Aslan, and his team for the work done to present this session, and she invited Ms de Clercq to take the floor.

Ms Hilde De Clercq, of the Council Thematic Session Working Group, before introducing keynote speaker, noted:

We will explain who we are and how we worked. We are Anne, Aslan, Hilde and Florencia. Two years ago, we had discussions on climate change and culture. We had a good base for the next thematic discussion.

We have chosen this topic indicating that it is our dream to get all Member States more involved in the topic. We invite them to look regularly at the ICCROM website to post ideas for the next thematic discussion.

It is divided into two days. Part 1, today, is an introduction and keynote from Mr Mahmoud Mohieldin. Zaki Aslan will then undertake introducing the second presentation and film. Afterwards there is an invitation to the Egyptian Academy to enjoy the photography exhibition. Part 2, tomorrow, is devoted to case studies and then making conclusions.

Ms De Clercq then introduced the keynote speaker Mr Mohieldin, a Senior Vice-President at the World Bank for the 2030 agenda. Before coming to the World Bank, he held numerous senior positions in government in Egypt and was with the Ministry of Investment 2004–2010. He will talk on the World Bank experience in cultural heritage management.

**b) Keynote: The World Bank Experience in Cultural Heritage Management of Conflict-Affected Countries**

Mr Mahmoud Mohieldin, Senior Vice-President of the World Bank for the 2030 Development Agenda, UN Relations and Partnership, discussed the scope of the challenge for development professionals working in fragile and conflict-affected situations, including the dimensions of culture and cultural heritage embedded in economic recovery and framed in the global economic and development contexts.

The presentation examined the World Bank Group's recent and current role in this field, its portfolio in support of cultural heritage conservation in post-disaster and post-conflict reconstruction of historic cities, as well as the World Bank Group's work in prevention approaches to protect cultural heritage through the strengthening of disaster risk management and institutional preparedness, while referring to some country case examples.

It also considered the World Bank Group's partnership with UNESCO, providing a brief summary of the planned joint global white paper "Integrating Culture, Recovery and Reconstruction for Sustainable Urban Development", which seeks to develop a framework and operational guidance for task teams and practitioners to consider during the planning, financing and implementation process of post-disaster and post-conflict urban recovery.

Mr Mohieldin noted that in 2013, the international development committee endorsed the ambitious SDGs. By 2030, conflict related and other disasters are estimated to cost 300 billion dollars to cities. Cultural landmarks and historic cores are victims of collateral damage due to their symbolic meaning. Natural disasters also all affect their intangible practices and access to cultural inheritance. He continued:

Heritage can be a valuable asset for recovery and to achieve prosperity. Rebuilding cities is needed to strengthen urban resilience and land use planning. We need to provide references on the concepts to have. What do we mean by cultural? John Ruskin, a Victorian social thinker, said that great nations write their autobiographies in three manuscripts, the book of their deeds, the book of their words and the book of their art. We need to understand all, but the only one to trust is the book of art. In development practice, we take culture for granted, and it is ignored or comprised. We value it only when under threat or when policies go wrong because it is not adequately considered from the start.

As Amartya Sen has pointed out, culture interacts with development in many different ways. It is involved in the ends and means of development. It should not be translated instantly into ready-made theories or models but is something that needs to be conserved.

How may culture influence development and ethical and political aspects involved in society?

Investing in cultural heritage can make heritage resilient. It also attracts sustainable positive tools to create jobs and creativity while protecting the environment. It sounds like common sense but is rarely applied in practice because of a silo and sectorial approach by ministries. It requires a more integrated approach in policy and project design.

At the World Bank, it is a rare moment when a development specialist is invited to talk about culture. I asked colleagues to dig deep into our portfolio. We had a reminder from France, which had the first ever law about rebuilding cultural heritage. Only in the late 1970s and 1980s were

other institutions starting to engage in cultural heritage in the developing world in Tunisia and India.

The World Bank Group has increased lending and technical assistance after an international conference in 1999 in Florence, which increased financing. Three hundred lending and non-lending technical assistance projects now exist which are as valuable. They include components in historic city regeneration and preservation.

Cultural heritage may also be part of a larger project supporting urban development, regeneration or infrastructure regeneration. The scope of these assessments means work in Morocco, Haiti, Peru, Russia, etc., in addition to technical work with the Trust Fund. Italy has also been involved in a variety of projects.

These kinds of projects are important and have dimensions related to tourism because this can pay back part of the costs. We need some sort of flow of funds especially for communities and centring on preserving monuments and sites.

With the UN 2017 declaration as International Year of Tourism, it is growing in a more sustainable manner. There were an estimated 1 billion international visitors in 2012 which is estimated to rise to 1.8 billion by 2030. The World Bank estimates the impacts are a significant part of GDP between 5 and 10% and account for 1 out of every 11 jobs.

I want to also share some updates on World Bank work in conflict, post-conflict and post-disaster construction. Post-conflict responses are always part of a comprehensive plan, and finance activity is linked to reconstruction. The portfolio of support for cultural heritage and conservation linked to post-conflict is about USD 1 billion today.

All three phases – pre-conflict, risk management and protection during conflict, and post-conflict response through recovery are elements. The aim is to utilize an extensive experience with disaster management and have community involvement.

We must work with partners to produce resilience and also work in preventative efforts.

These must be developed at the request of national governments which appoint technical units to implement them. Local governments can then play a role in coordination that can be supported by partner NGOs.

The major difficulty is faced at local community and subnational levels. Some countries allow access and some do not, which complicates this.

Some relevant project activity has included:

- Bosnia and Herzegovina – Old city building and bridge. Local communities contributed to design and discussions in recognizing the project. This helped foster reconciliation among social groups, and tourism increased by 2016. Small- and medium-size shops were also supported.
- Lebanon – Beirut. In collaboration and with support from Italy and France, this involved a World Bank loan. It reflected an on-and-off approach with political uncertainty.
- Joint Study in Libya, Syria, Yemen and Iraq. This is under preparation. In Syria, it will cover Aleppo and other cities. It will estimate the cost of war damage and use advanced technologies and remote-based data collection techniques. Aleppo was most affected and housing most hit including historic sectors.

Finally, this past July the World Bank and UNESCO signed a Memorandum of Understanding to renew a joint commitment to invest in urban development and social development. They are producing a joint white paper on post conflict city reconstruction and recovery and some of the UNESCO key authors are in this conference. This paper is going to be finalized and submitted at the next meeting focusing on the future of cities, with six case studies, including Beirut, Timbuktu, Sarajevo and Medellin. There is private sector involvement, and the goal is to send a message to partners to work together in disaster responses and to target governments to consider culture during all phases.

In conclusion, we know to be successful in building durable public goods that we have to work in partnership with ICCROM and UNESCO as well as governments and bilaterals and foundations. This is even more critical in conflict-afflicted and post-disaster contexts. We need to listen and learn from history and culture. We need to draw on collective wisdom that will help rebuild and safeguard a more peaceful, prosperous and secure world.

#### **c) Restoration Plans for Old Aleppo**

Mr Mahmoud Hamoud, Director of the Antiquities of Rural Damascus and working with the Directorate General of Antiquities and Museums, Syria, discussed the extent of post-conflict damage and restoration plans for Old Aleppo, with his presentation.

Old Aleppo and its buildings were exposed to damage of varying intensity. The process of restoration of these buildings was initiated by conducting emergency documentation, which was followed by the preparation of restoration studies for the buildings and markets, the Castle and the Umayyad Mosque. The General Directorate of Antiquities and Museums, UNESCO and UNDP contributed to this documentation, in preparation for the execution of the restoration at a later stage in accordance with international and local standards.

Of the 210 buildings owned by the General Directorate of Antiquities and Museums – including the Citadel, the Aleppo Museum, the Folk Tradition Museum (Ajqabash Building) and the Guest House – 130 buildings have been documented. The Directorate also contributed to emergency repairs of some buildings at risk. About 300 licences were granted by the Directorate for the restoration and reconstruction of real estate belonging to the citizens.

#### **d) Out of Destruction, Mosul, Iraq**

Mr Ayad Al Zihaymee Director-General, Department of Conservation and Maintenance, Iraq gave a video presentation entitled “Out of Destruction, Mosul, Iraq”. This presentation illustrated current conditions and showed video images of archaeological sites and religious cultural properties in Iraq. It also highlighted the scale of destruction and looting in the country over the past decade and the steps taken by the General Department for Antiquities towards the rehabilitation of these sites. Particular emphasis was paid to the mass destruction and vandalism in the province of Mosul, including its museum.

Images from the sites of Nimrud, Hatra, Al-Hadbaa minarets, the Grand Mosque, archaeological remains from the City of Nineveh, Fort Bahtabaa, Tai Afar, Sinjar Fort and sites from the Salahuddin Governorate were also used to explain the steps taken by the Ministry of Tourism and Antiquities to protect cultural properties in Iraq.

Ms Nyhamar closed the day's discussions noting the ensuing reception at the Egyptian Academy later in the evening.

**FRIDAY 1 DECEMBER 2017**

(Reference documents indicated in parentheses)

**Agenda Item 22. Election: New Members of Council (Closed Session)**

Rapporteur not present and no notes taken.

The General Assembly declared the following candidates for Council duly elected:

1. Hilde DE CLERCQ (Belgium)
2. Sarkis EL KHOURY (Lebanon)
3. Aglal M. Elzubair EL MALIK (Sudan)
4. Oliver MARTIN (Switzerland)
5. Thembelani NHLABATSI (Swaziland)
6. Isabel RAPOSO DE MAGALHÃES (Portugal)
7. Birgitta RINGBECK (Germany)
8. John ROBBINS (United States of America)
9. Nina SHANGINA (Russian Federation)
10. Julia Antonia VICIOSO VARELAS (Dominican Republic)
11. Gihane ZAKI (Egypt)
12. Kamil ZEIDLER (Poland)
13. Ye ZHU (China)

**Agenda Item 23. Thematic Discussion Panel and Discussion Continued: Post-conflict Reconstruction – Recovery and Community Involvement**

Mr Zaki Aslan, Director of the Sharjah ICCROM-ATHAR Centre and co-chair of the Thematic Working Group, introduced the second thematic session as the continuation of that begun on the previous day, introducing the first speaker.

**e) Liberal Peace Concept in Contemporary Wars: Learning from Bosnia**

Ms Hazimuamedovic, Leading Expert in the process of implementation in Annex 8 of the Dayton Accords, presented as follows:

Bosnia and Herzegovina is located in southeastern Europe on the Balkan Peninsula, between Croatia and Serbia and Montenegro. The total area is 51 129 sq. km and the total population little bit more than 3.5 million. The war against Bosnia took place from April 1992 until December 1995. When the Peace Agreement was signed in 1996, there were an estimated 2 million Bosnian refugees and displaced persons, what is more than half of total population and more than 3 000 destroyed monuments, including:

- 1 179 mosques;
- 382 Catholic churches;
- 106 Christian Orthodox churches;
- 5 Jewish sites.

The fact that the war against Bosnia was based on the archaic incentives, such as conflict of mutually exclusive and intolerable identities, and the fight for purified religion and ethnicity, it resulted in designation of heritage as the strategic top priority target of the war machines.

Catherine Baker, when she talks about Bosnia, notes, “perpetrators of destruction targeted sites not only because they connected territory to other ethno-religious national groups, but also for connoting a multi-ethnic tradition that itself had to be erased to create a homogenous ethnicised space.”

Destruction of heritage was intentional, targeted, selective and performed from proximity – almost never random and never through airstrikes.

In certain cases, such as a Catholic church near Prijedor or a mosque in Hanifci, the building had been used as a massacre site before it was destroyed. The final act was removing the fragments from the site and throwing them into the lakes, riverbeds or dumping sites, in some cases, such as this one on the slide, even into the mass graves.

Slavenka Drakulic asks: “Why do we feel more pain looking at the image of the destroyed bridge than the image of the massacred people? The bridge, in all its beauty and grace was built to outlive us. It was an attempt to grasp eternity. It transcended our individual destiny.”

The first phase of grieving was almost the same in all Bosnian cases. The issue of remembering wounds inflicted during the war became the most appealing one. Sites of destroyed heritage instantly gained meaning as a symbol of the suffering.

That is why during the first phase the Bosnian people demanded ruins to be preserved and monumentalized as the memorials not only to destruction but to war crimes in general.

The war was stopped by the International Accord in December 1995. The process of stipulating and then implementing the General Framework Agreement for Peace in Bosnia, known as the Dayton Accords, is the best example of liberal peace concept addressed to a war-torn society.

Cultural heritage has been included in the liberal peace process for the first time in modern history through two important establishments by the international community.

The first one is inclusion of crimes relating to cultural heritage and religious property in the statutes and, consequently, in the indictments and verdicts of International Crime Tribunal for the former Yugoslavia.

Case by case it has been established that destruction of cultural heritage is aligned with ethnic cleansing and represents persecution and a crime against humanity, and even an act of genocide. As John Hocking stated: Where there is cultural destruction there may be genocide.

The second important tool is Annex 8 to the Dayton Accords that regulates integration of cultural heritage to post-war recovery and establishment of the Commission to Preserve National Monuments.

The work of the Commission constitutes direct implementation of the civilian section of the Peace Accord. Activities include:

- Designation of national monuments;
- Salvage of cultural heritage at risk;
- Cooperation and coordination (local to international);

- Raising awareness;
- Recording and documenting;
- Research and publishing;
- Integrating cultural heritage into tourism and regional development;
- Capacity building and training.

Wherever refugees and displaced persons have been able to return to their homes, the first sign of the re-establishment of fundamental human rights has been the opportunity to restore the sites of the central meaning through two approaches, as defined by Jean-Louis Luxen: “one, seeking to reveal the intangible dimension of a physical construction; the second, seeking to incarnate an intangible form of heritage in a material object.”

The second principle is the introduction of a new category of heritage – site and remains. *Site and remains of the buildings destroyed to the ground* have been designated as national monuments. This kind of statutory protection of nonexistent monuments prevented new development at sites during the legally fragile post-war period.

Although a number of the decisions by Commission to Preserve National Monuments designated sites and remains, in fact the object of recognition is the destroyed monuments. This very fact contributes to its reconstructibility.

The general strategy has been established – each national monument damaged or destroyed during the war is to be restored to its pre-war condition.

Case by case, fragment by fragment destroyed framework of human lives has been re-established through restoration of the most important monuments.

The returnees, carriers of the knowledge of local traditional crafts and local traditions, were at this stage – restoring their sense of belonging to a place.

Students and young practitioners worked and learned during the process. Children were the most important target group.

Ritual, symbolic, educational, restorative, return – the reconstruction process is a form of self-recognition. The perception of authenticity manifested during the Bosnian reconstruction provides ethnographic material for future research into contextuality and authenticity.

Through all the cases of restoration in Bosnia, we can conclude that it is ritual. It is much more about the intangible than physical rebuilding, much more about the community than the stones – [what is important is] the ritual of reconstruction.

Ms De Clercq commented on the bridge between cultural heritage and community, especially the importance of the local and broader community in the process. She noted the links between cultural heritage and human rights and gave the floor to Mr Tabet.



**f) Post-conflict Reconstruction in the Middle Eastern Context: Assessing the Beirut Experience**

Mr Jad Tabet, President of the Lebanese Chapter of Engineers and Architects and member of the UNESCO World Heritage Committee, presented as follows:

At the end of the Lebanese war in 1991, Beirut was a shattered city, deprived of its heart. An amnesty was declared for all crimes and abuses committed during the war, and the post-war trauma produced a universal aspiration in the Lebanese society to erase the memory of violence. An ambitious project was launched for the reconstruction of Beirut's historic centre and was entrusted to a private real estate company. Large parts of the historic centre were destroyed, and only selected elements of the once rich composite heritage were preserved. A quarter century after the launch of the reconstruction process, Beirut's experience offers a striking example of an investment-led operation in the age of liberal market economy, which ended in economic success but a social and an environmental failure.

The Beirut reconstruction has developed as an addition of specific urban projects conceived as independent entities:

- the reconstruction of Beirut Central district driven by a corporate group (Solidere project);
- the reconstruction of Haret Hreik suburb after the 2006 July war (Al Waad project); and
- the reconstruction of the demarcating line area, left to private initiatives.

In every case, the issue of heritage was raised in relation to the new socio-economic and political dynamics that affected reconstruction strategies.

In recent decades, there has been a paradigm switch with emphasis on community involvement. But this is not strategically conditioned by social and political dynamics that affect the process.

Beirut in 1993 was a complex of different areas of the city, with public and private initiatives.

The reconstruction effort was all concentrated on Beirut's central district. Property rights ownership and a multiplicity of stakeholder, financial manners were important factors. It was considered a model for other war-torn cities in the region.

The Beirut central district project was not done with World Bank support but with other cities, such as Tripoli, etc. All these projects were not specifically related to war-torn cities but were more for heritage projects.

From 1991 to the end of the Lebanese war, the city was shattered. It was almost completely abandoned and destroyed. A line was cut to demarcate East and West Beirut. With destruction and abandonment, the city was deprived of a heart, where all its main activities had taken place. Also, the meeting place from different communities and social groups was gone.

After the war ended, the Taif Agreement launched the reconstruction. Parliament declared amnesty for all war crimes, or amnesia, and this affected the rebuilding of Beirut.

It involved a balance between public and private partnership. Priority was given to large infrastructure and the city's national level role as a business and financial centre in a peaceful Mideast.

Reconstruction was entrusted to a private company and the subject of large public debate about choices and priorities. There was uneven urban destruction while the beaches continued to

function as pockets of activity. The long war continued, but people continued to live as well. The traces of the city were still there, although abandoned in a bad state.

The idea was to create a new city centre and reconstruction was based on three basic but debatable issues:

- the priority granted to the construction of large infrastructures at the national level;
- the bet on the return of the role of Beirut as a main business and financial centre in a pacified Middle East;
- the reconstruction of Beirut Central District entrusted to a private real estate company.

Beirut's reconstruction has developed as an addition of specific urban projects conceived as independent entities:

- The reconstruction of Beirut Central district driven by a corporate group (Solidere project)
- The reconstruction of Haret Hreik suburb after 2006 July war (Al Waad project)
- And the reconstruction of the demarcating line area left to private initiatives.

The twofold basis of the Beirut Central District reconstruction rested on:

- a private real estate company:
  - fragmenting property rights,
  - transforming existing property rights into shares,
  - opening the capital to private investors;
- and an ambitious master plan for the new Beirut Central District:
  - improving the vehicular transportation network,
  - preserving selected heritage components,
  - modernizing the building stock (4.6 million square metres),
  - extending the BCD area through landfill (creating 60 hectares of extra buildable land).

In every case, the issue of heritage was raised in relation with the new socio-economic and political dynamics that affected reconstruction strategies.

The situation that needed to be addressed was that

- some areas of the centre were completely realized while some parts others partly rehabilitated;
- selected memory was applied – old religious buildings were selected for preservation and banks were also considered sacred;
- French mandate period buildings were kept; but
- normal heritage that was banal was totally destroyed.

The main archaeological problem was how to deal with this. Should the Mamluk-era zone be preserved or not? If one digs more they will also find Byzantine, Roman, Phoenician, etc. remains, so where do you stop and what do you choose?

There are debatable choices. The approach was thus to preserve fragments for each period. Isolated monuments remain in the middle of parking lots, for example. Traditional souks were erased and new shopping malls created (also called souks but really having nothing to do with the traditional ones).

The heritage of Beirut is a composite one made up of the Ottoman era, mandate period, etc., and all of this was in the middle of the city. The approach was to keep an example of each period, producing small isolated monuments. It also included reconstructing something that looks like heritage by keeping only elevations or facades.

What comes after involves issues considering:

- post-war trauma and dreams of recovery;
- erasing the memory of the war;
- globalization and competition with other Middle-eastern cities;
- an investment-led operation;
- marginalizing the role of the public sector;
- economic success versus social and environmental failure;
- heritage and memory as a central issue for post-war reconstruction.

At present, there has been the creation of a luxury enclave in middle of city. There is a real division in the city between a rebuilt centre and other parts which are still very poor. Looking at the Beirut reconstruction experience, we are forced to notice that the constellations of factors that guided the war continued to exercise their influence on the abrupt, if not violent, reconfiguration of the urban territory. The reconstruction process resulted in increased territorial segregation, shrinking of public space, encroaching privatizations and the creation of privileged or confessional enclaves.

To face this situation, it becomes urgent to develop both a culture and a practice of resistance that would focus on reclaiming a shared heritage. This requires facing a “corporate memory” that reduces the past to a miscellany of *morceaux choisis* designed to feed real estate speculation. It also requires facing identitarian memories that strive to transform the past into a rhetorical argument designed to justify the rejection of others. It is necessary to imagine a memory nourished on the diverse memories that were elaborated in the course of history in order to oppose the ideologies of exclusion.

There is a need to develop a culture of practice which focuses on claiming a shared heritage. There is a need to imagine a memory nourished by diverse memories of history to oppose an ideology of exclusion. These are the main issues of reconstruction of cities in Syria, Yemen, Iraq and all the Arab world.

Mr Aslan stressed the need to think about shared heritage in Beirut.

#### **g) Culture, an Instrument of Peace in Mali: A Precedent for the Future of Heritage**

Mr Giovanni Boccardi, Chief of the Emergency Preparedness and Response Unit, UNESCO, presented as follows:

The rehabilitation of World Heritage in northern Mali, and especially in Timbuktu, is an example of successful integration of culture in peace-building efforts. This success owes much to the mobilization of the local communities which have led all the operations of emergency backup and reconstruction. They have preserved, over generations – nearly nine centuries – a unique ancestral know-how which allowed the reconstruction of 14 mausoleums of saints and the rehabilitation of mosques and libraries of ancient manuscripts. They have shown tremendous courage, and their commitment is an answer to all forms of extremism, which goes well beyond the borders of Mali.

The mobilization of UNESCO and all its partners has enabled funding of USD 3 million by the European Union and Switzerland. Unprecedented cooperation has been developed with the Government of Mali, the United Nations Integrated Multidimensional Stabilization Mission in Mali (MINUSMA), the United Nations Organization in Mali, and the International Criminal Court (ICC). This cooperation has demonstrated the unifying potential of heritage and the important role of culture for security and peace in a crisis situation.

It has demonstrated the value of taking heritage protection into account in the mandate of peacekeeping missions. In this regard, what has been achieved in Mali is a historic precedent, and the emphasis on culture is a decisive support for national reconciliation efforts. Worldwide attention to Mali's heritage has also led to the successful completion of the trial on the intentional destruction of mausoleums at the International Criminal Court in 2016. The presentation provides an overview of the emblematic experience developed by UNESCO and its partners in Mali to better confront the contemporary challenges of protecting cultural heritage in the face of conflicts.

Timbuktu is a gateway for Islamic trading routes. Three main mosques and mausoleum restoration activities were discussed in the background provided. They may not look grand architecturally, but they are very meaningful to clans and tribes in Mali. All are associated with a saint and daily veneration and have a strong connection to cultural heritage and local communities.

The destruction happened starting on 29 June 2012 when a group of factions took control of the city. They first started to destroy cultural heritage considered idolatrous according to their interpretations of Islamic precepts which did not allow for veneration of saints or mausoleums. They destroyed 16 sites over a few days and weeks.

There were also attacks on libraries and a centre of Islamic scholarship with thousands of ancient manuscripts. Four thousand were burned or stolen. Some were saved by inhabitants that smuggled them out of city on the Niger River on canoes, hiding them or taking them to Bamako for storage.

There was also a ban on any cultural practice in the city or physical as well as cultural expressions of community. As the Director-General of UNESCO observed there was cultural cleansing or an attempt to erase and deny local culture and replace it with another one more compatible with radical culture.

The reason for reconstruction was quite obvious. Destruction was an attempt to erase the culture of people. Attacks on culture were attacks on people. The destruction was a violation of fundamental human rights and an attack on the dignity of human beings. Communities cease to be communities as sectarian violence spreads, and it is more than just a cultural heritage issue.

The reconstruction of mosques, although simple, was completed in serial steps involving studies, a process of reconstruction with local communities, including capacity-building training for masons.

Communities were the real drivers of the process not just because they had knowledge but also because participation was a major part of healing.

Archaeological studies conducted revealed a much more complex history in the mausoleums, and resources were mobilized from EU partners, the Swiss and others. There were two phases in which three mosques were restored, six libraries restored, and 60 000 manuscripts digitalized and conserved.

The physical reconstruction was accompanied by the human process of social recovery through heritage. Also, the training of masons was significant, with 20 mausoleums repaired as the most significant part of the project. They were rebuilt from rubble and re-consecrated in ceremonies that had not been held for centuries.

There was lots of capacity building involved as well as social events for reopening. The documents, guides, materials and brochures published explain the story and draw the lessons learned out among the community, which drew pride and strength from the whole process. Some difficulties in terms of budgets existed and everything could not be accomplished, but overall it was a success and a highlight of UNESCO's action in this area of work over the past years. The hope is to do similar work in Iraq and Syria.

The impact was significant. It returned the dignity of the community and rebuilt the social fabric through rebuilding physical assets. The lesson learned was that people and human and cultural rights are integrated. Also, the local community and people should be in the driver's seat as people create cultural meaning and have the capacity to reattribute value when something is destroyed as well as to memorialize suffering and loss. The value of cultural heritage is not inherent in the stone, but exists in the relations between people and those stones.

#### **h) Temple of the Tooth Relic of Sri Lanka**

Mr Gamini Wijesuriya, Project Manager, Sites Unit, ICCROM, presented as follows:

The Temple of the Tooth Relic of Sri Lanka, one of the most sacred places for Buddhists, was the first World Heritage Site bombed by terrorists in 1998. This presentation is about the experience of direct involvement in the immediate response, recovery, restoration/reconstruction by the author as the project leader. The case study will illustrate how the recovery process had to be started immediately as the destruction severely impacted the communities. The community involvement ranged from exerting pressure on all those concerned with the recovery to extending necessary financial support – all funds required for the restoration/reconstruction were donations received from the people.

The shrine had multiple links to the community:

- It is a most sacred site to Buddhists.
- Thousands of Buddhists visit the place every day.
- The first outing for a newborn child is the temple.
- A meal with 32 dishes is prepared there every day.
- A series of daily rituals is performed there.
- The shrine's annual procession is visited by over 1 million people.

The restoration, reconstruction and recovery occurred immediately. A Presidential Task Force was established chaired by the President, and there was pressure for restoration from the second day. This resulted in a presidential directive which indicated basically, "Do what you like but the final decisions are taken by the two monks and the lay guardian on behalf of the Buddhist Community."

The recovery process started with the monks and their views on heritage as well as their values, needs and knowledge. Importance was given to crafts, materials, traditions, festivals and practices, and all the funds came from people.

This resulted in a regeneration of the spirit of the place (for the place to be used) and the new commencement of all rituals and practices. There was complete restoration/reconstruction of all tangible elements and no traces left of the attack.

The case study demonstrates that the practice of local culture may override internationally set conservation guidelines. It explains how recovery is determined by the needs and aspirations of the communities. One could argue that such an approach may contradict or challenge certain aspects of the current conservation discourse. For instance, there is presently a widespread apprehension, and at times uncritical hostility, towards the term 'reconstruction' among the majority fuelling popular heritage discourse at an international level. However, it can be argued that 'reconstruction' on the one hand addresses the needs and aspirations of the communities and on the other hand is indeed the current global practice and that differences from the term 'restoration' are only academic.

The case study also indicates that the recovery is determined by the needs and aspirations of the communities. This challenges the currently widespread apprehension, and at times uncritical hostility, towards the term 'reconstruction' among the majority of those fuelling the popular heritage discourse at an international level. However, I will argue that 'reconstruction' addresses the needs and aspirations of the communities and indeed is the current global practice. All other terms/interventions such as 'restoration' are only academic.

Ms De Clercq highlighted how the case study underlined the embedding of community involvement, which is an important driver in the process of reconstruction, restoration and recovery. A local culture's importance may even override international rules.

**i) Worship, Catastrophe and Community Life: Conservation and Restoration of the Temple of Nuestra Señora de la Asunción in Santa María Acapulco, México**

Ms Renata Schneider, senior conservator at the Coordinación Nacional de Conservación del Patrimonio Cultural of the Instituto Nacional de Antropología e Historia [INAH] in Mexico, presented as follows:

The restoration of the church in the Pame (Xi'ói) community of Santa María Acapulco, in San Luis Potosí, Mexico, was undertaken by an interdisciplinary team who worked side by side with community members and traditional authorities in the decision-making processes. This not only allowed the recovery of the site in its aesthetic and material dimensions after it burned down in 2007 but mostly was planned to preserve and enhance its symbolic dimensions and its ritual and daily use. The methodology applied in this project can be used as a basis for the construction of a

national conservation policy for the safeguarding of cultural heritage placed and venerated in rural, indigenous and/or marginalized communities in Mexico and Latin America.

Santa María Acapulco is a small community founded circa 1765 at the Sierra Gorda mountain range in San Luis Potosí. Its inhabitants are indigenous Pames (Xi'ói) who were essentially isolated from the rest of the country until recently. Of the almost 12 000 Pames who live in our country, about half are dependent on this settlement.

The village houses about 600 people; the remaining 6 000 inhabitants live dispersed in more than 20 communities or regions, a result of a farming tradition of hundreds of years. It is highly marginalized: they did not have electricity until 1999 or paved roads until 2006.

This historical marginalization has coexisted with an only recently acknowledged renowned cultural and patrimonial wealth. The Xi'ói are also known for the interdependence of daily life with religion, which is rooted in the sacred traditions of pre-Columbian cultures and 18th- and 19th-century Catholicism. The temple is the seat of the civil and religious authorities of the ethnic group in the northern area of the entire Pame group.

For the Pame people “church” is not only the material building and its contents. It represents a ceremonial context, a sacred space; it is also the veiling ceremony, the dances for rain and fertility, the music, the laying of offerings. Each object has a reason for its existence and a specific use; each corner symbolically represents spaces of the family home, the cornfields, the mountain, the ethnic group's territory or the world.

On 1 July 2007, lightning hit the palm roof of the church. The resulting fire destroyed everything in five hours. In spite of the danger, 20 members of the community knocked down the main door to enter the burning temple and save the movable heritage.

From a structural point of view, the most damaged parts were the choir, the roof and coffered ceiling, and the enclosures. The walls retained their structural capacity. As for the destiny of movable and immovable property – doors, windows, altarpieces, pulpit, confessional – the losses were total. In the cases of mural decoration, altars, baptismal fonts and plaster ornaments, there was less damage. The sculptures, canvases and textiles, as well as graphic documents and several pieces of furniture, suffered considerable damage. The threat to the community, however, went beyond merely material losses. Unfortunately, the destruction of the physical space and its material contents also meant the disappearance of a series of substantial community activities for the sociocultural reproduction of the group.

After the tragedy, it became evident how important it was for the community to reproduce the objects lost during the fire, such as altarpieces and their canvases and sculptures, especially those representing a very clear type of liturgical worship. The community did not want a new temple; as other less traditional settlements might have wanted. They wanted theirs, the one they had before the fire. Based on testimonies collected by an anthropology team, we decided that it was essential not only to restore salvaged property but also to recover most of the temple's symbolic context.

Considering this, we decided to undertake the project, dividing it by stages over a period of six years – which extended into eight – so that we could gradually measure the results: evaluate community's acceptance of the processes; analyse the transformations that took place in religious rituals and ceremonies involving each restored and reproduced object; better understand the wishes and needs of the community; correct the course of work if community rules were transgressed or if it was necessary to establish new dialogues, etc. This process turned out to be

fundamental because very technical words such as ‘heritage’, ‘valuation’ and ‘culture’, which are commonly used in non-indigenous communities around the country, are meaningless within the Pame context. For them, there is no separation between culture and life, between objects built by man and natural phenomena. Thus, we were building a common language, one that served to establish the following criteria:

1. Graphic documents and immovable property that were not objects of direct veneration (mural paintings, altars, clay and plaster figures on the facade, etc.), were to be conserved, minimizing the restoration process, so that the remains of the temple and all 18th-century documents could be acknowledged immediately as historical remnants, even to the untrained eye. In this sense, only when mural paintings presented scenes with an important theological programme (both the strictly Catholic and the one that the Xi’ói have for every scene, which often do not have the same meaning), detailed but recognizable chromatic restitutions were made.
2. Movable property that was subject to significant worship and was damaged during the fire (especially sculptures) underwent preservation and restoration treatments, which were as invasive as possible; each process was identifiable and documented through photographs and drawings, but with a certain degree of mimicry, given the high degree of significance they have for the community. A simple stabilization treatment would not be meaningful in these cases. For example, not restoring the arm of a virgin who grants her blessing during a specific celebration simply means that there would be no celebration.
3. Reproduced property was to be materially equal to the original, but no aging patinas of any kind were applied to them so that they were easily identifiable as new. Also, we placed a small hidden plaque on each property recording the year of placement in the temple and specifying that it is an object that materially and formally reproduces one that disappeared in the 2007 fire. The patina will gradually appear, but it will not constitute false history. It is worth noting that we did *not* include the original painted scenes on the reproduced coffered ceiling, since the available photographs were not good enough to establish proportions or chromatic spectrum. In our meetings with the community, these paintings are yet a focus of discussion because the community was especially concerned that they would not be reproduced, since they had always used them as a guide for their ritual fertility dances.
4. The church remained a functioning place of worship throughout the conservation process. For example, the community considers the church an extension of the human body, and thus we kept all medicinal offerings and rite propitiation elements (eggs and corn, for instance) placed in the temple until they degraded naturally. We made the decision to move them during work hours and return them to their original positions at the close of the day so that the offerings could fulfil their healing function during the conservation processes.

Since the Pame community in Santa María still knows the techniques used to build the temple better than anyone, members of the community carried out the works of direct architectural intervention. Bricklayers specialized in building restoration only gave support with technical work not known locally for the consolidation of walls and restoration specifications; this work was coordinated by conservation architect Begoña Garay, a colleague from INAH. In the case of the restoration of objects and immovable property by destination, there was a team of professional restorers, assisted by a team of ten people from the community always composed of the same members. All graphic documents were treated in workshops in Mexico City. Reproduction work was not carried out by restorers but by professional reproducers who were chosen after a previous



process of invitation, testing and acceptance. The church was officially re-consecrated on 29 January 2014.

At the same time, our restoration project focused on training the community in restoration techniques so that the traditional community authorities would take ownership of future preservation actions on sacred pieces. They took two short courses on preventive handling of sculptures during processions and sculpture dressing. Likewise, children in the community took different courses, especially one through which each one was appointed guardian of a piece. Thanks to the collaboration of anthropologists specialized in the Pame group, very precise ethnographies could be made that revealed much of the symbolic and functional dimension of the church, especially the relevance of each object and each symbolic part of the temple. We used these ethnographies to define a significant part of the intervention guidelines. The Santa María community, through its “main representatives”, also discussed and planned a renewal of their community life. While the fire was devastating, at the same time they believed it had an immediate positive impact: a possibility of ritual renewal firmly rooted in the tradition and the objects that reflect it. This process, after each conflict and catastrophe, is essential: the rearrangement of the social fabric materialized in heritage is an important and hopeful alternative, with visible and catalysing results that, as conservators, we must promote and encourage.

This case shows why it is important to address institutionally and federally cultural heritage preservation in marginalized indigenous communities. Even if it is not possible to work in other places with the same depth as in this particular case, we can consider a series of workshops for this purpose. These courses would help the communities undergo the necessary cultural changes, from their own perspective and using their own methods, providing them with certain basic management elements. Such courses addressing legacy preservation in each site should include a perspective that includes pedagogical, value-based and social development aspects, as well as preservation, restoration and maintenance of cultural property. However, we as restorers must analyse in more depth the context of marginalization. Marginalization is not what makes possible cultural otherness and preservation of symbolic contents and objects; rather, marginalization is the representation of profound material deficiencies that we must take into account in any intervention.

Our work as part of a federal institution dedicated to culture is not to preserve at all costs the traditional customs of a locality but to ensure that these transformations obey internal decisions and not exclusively external forces. Tangible cultural heritage found in places with high rates of financial marginalization has managed to survive over time, especially thanks to its important role as a means of regional, social and cultural cohesion. This cultural heritage has gradually lost importance in the face of new social processes generated by the massive migration that takes place in our country. That is why we are grateful to all the inhabitants of Santa María for their trust: their heritage is created day by day, and being able to participate in that process was an honour.

Now I turn briefly to the two earthquakes in Mexico. On 7 September this year, the states of Tabasco, Veracruz, Oaxaca and Chiapas suffered a damaging 8.2-degree earthquake. Twelve days later, on 19 September, exactly 35 years after the historic earthquake that devastated Mexico City in 1985, a 7.1-degree earthquake shook Tlaxcala, Oaxaca, Guerrero, the State of Mexico, Mexico City, Morelos and Puebla, leaving roughly 370 dead and about 82 000 victims.

As far as protected cultural heritage is concerned, there are 2 100 damaged buildings and almost 2 600 movable and immovable properties by destination severely affected; these numbers do not

include the extensive damage to traditional housing. Damaged world heritage sites include the centres of Xochimilco, Puebla and Oaxaca, as well as the 11 16th-century convents built on the slopes of the Popocatepetl volcano.

The work of reconstructing the social and economic fabric of the population of the most affected states, as well as the possibility of recovering housing in these states and others, will probably be the priority of the Mexican Government. The National Institute of Anthropology and History has so far quantified the damage in almost all sites, as well as registered the repositioning (to avoid looting) of worshiped pieces, graphic and documentary collections, and other objects, and it has begun emerging conservation work on several sites. The work will be arduous and long, and we hope to count on the assistance of specialists and colleagues that are present here too.

Mr Aslan highlighted the importance of community and social dimensions again, which the Mexican case study underlined.

**j) Panel Discussion of the Thematic Session, moderated by Ms Marie Lavender, Mr Zaki Aslan and Mr Mounir Bouchenaki**

Mr Bouchenaki, Director of the Arab Regional Centre for World Heritage spoke as follows:

It was a difficult task to moderate. The topic is linked to our daily life in the last few years but also historically significant over the century (e.g. Lebanon).

These presentations show examples in all the regions of the world – phenomena that are not about war and recovery but also what is natural disaster or human made, like fire. The second point is that we are faced with a complex process. Destruction and assessment is one thing, but then how do community and authorities react to this destruction? This may be a complicated strategy, and there is a need to define the modus operandi for recovery.

One major issue shown by each is what we understand by the term ‘reconstruction’. We have to go back to history. These questions of reconstruction and destruction started after WWII, with Warsaw, Dresden, Coventry etc. which were destroyed. The immediate reaction of the population, needed to pinpoint the Polish people after destruction of Warsaw, to reconstruct as it was not doing new buildings or rehabilitation process. At the same time, we live with a number of principles that have been mentioned in a provocative manner by Mr Wijesuriya. We live with principles that started with the Athens meeting of engineers, Venice Charter and ICOMOS principles that are proposed to conservators as resources, but they are also guides to politicians on how to do reconstruction and rehabilitation.

Example are important to take into account as a stock of process of how people are reacting after this destruction. It is not the same, and there are differences. And it is also not mentioned, but after 16 years after the Buddhas of Bamiyan incident, we are still discussing if they should be rehabilitated or reconstructed.

These are important points, but there are some other things to highlight also.

First, it is important that attention be given to the communities. Decisions are no longer made only by small groups of decision makers who decide regarding reconstructing. Communities should absolutely be involved, even in marginalized or poor communities; how symbols of reconstruction

are perceived or how people see the genius loci of the place is important. It is important for preservation of the memory and keeping it alive.

Second, the combination between public and private intervention is key. In Bosnia the question of the bridge was central after the Dayton agreement. People were willing to have it reconstructed. There were several proposals Andrea Bruno sent for the project, which included a transparent bridge and not a building. There was lots of discussion, and the population decided they wanted the bridge as it was.

Lebanon is another example in government and private sector partnership, and with UNESCO. All these steps are important aspects you can see in Beirut after the Taif Agreement. Every six months, there was a meeting of six or seven experts from Syria, Cyprus, the Mideast and France to discuss with the construction firm if the stratigraphy from Phoenician to Ottoman should be preserved or not. This resulted in comic situations with a *masar* placed completely in the middle of a flat parking lot. It is important to understand why this happens.

Thanks to Zaki and Stefano and the team, we met in Istanbul. We held discussions on what do to now that we are confronted with ISIS and Daesh. UNESCO is receiving very strong proposals now for Palmyra, which we should restore. A first step is the need for documentation which ICOMOS and ICCROM may participate in to provide documentation of the present situation or assessment of what has been destroyed. New technologies, such as the mapping over three days of Aleppo, Nirmrud and Mosul, are the basis from which to begin. Then there should be a kind of negotiation between decision makers and those mentioned regarding financing. We need money and budgets to do reconstruction.

What priorities should be established? Should we focus on Aleppo, the largest medieval city among Arab countries? Yet we cannot rehabilitate everything. We need the participation of all sectors and parliaments.

Then there is implementation. At this level, many difficulties can be avoided. For example, building souks that do not have the correct spirit. Souks have character and smell and spirit which do not exist in malls.

To summarize some points involved in so many of these situations, there are models of international coordinating committees for all important sites, especially those on the World Heritage list. It is important to have these mechanisms for international cooperation.

Zaki said yesterday one single institution cannot do everything and must bring people together from different parts of the world and use expertise and knowledge.

To conclude, the complex situation of reconstruction needs a patient and very detailed approach to avoid situations which we cannot correct when it is about cultural heritage. What we have seen is also that we are not speaking about is not only tangible, intangible, or moveable and immovable.

### Discussion

Ms Lavandier thanked the speaker, noting that Mr Bouchenaki had summed up key points. She invited Member States to share their comments.

Mr Kamil Zeidler, delegate from Poland, noted it was an honour to be elected and be a new member of the Council.

He noted this was a great idea for thematic panel. The subject is very important and discussion has to be continued. He was grateful Warsaw was mentioned.

He announced that the Polish Ministry of Cultural National Heritage will be organizing at the beginning of May an international conference at the Warsaw royal castle. This was rebuilt after WWII. The conference will be titled "Destruction and Rebirth, the Challenge of Cultural Heritage Reconstruction in the 21st Century". So this will continue the discussion started today. It is being organized with UNESCO and the Polish Heritage Committee. ICOMOS and ICCROM are invited to address and join the conference as official partners of this scientific event. All details will be sent soon.

The delegate from Greece suggested more discussion like this, which was very useful. It was very sad to see this destruction in history and now see it 2 000 years later for publicity. There were serious issues to consider. It is essential to mention cultural rights, which do not have legal status. It should be mentioned inside the framework of human rights. In Greece, there was a meeting with the ICCROM Director-General on a related topic which will be published soon and sent to the ICCROM Library. The discussion has touched on many aspects to date. Now we have new types of warfare bringing new effects which requires new confrontation for example to address the issue of refugees. As they flee, they take with them traditional crafts and skills. It is important for ICCROM also to deal with this.

Something very important is cultural genocide, which is a new crime. Compensation for people afflicted by this is also an issue, as we saw in Mali. Since UNESCO is working on this, it would be useful to learn how we intend to see this as new penal law, conventions or legislation including principles and addressing trafficking. We would have liked to have heard more about trafficking. Not just locals are involved in trafficking, and it appears to be involved in times of crisis.

Then we would like to hear about initiatives of safe havens in some countries. Of course, task forces are being formed with specialists. They cannot go into these areas because they are not secure, and we need to see how to address that.

The delegate from the United Kingdom commented on the example of the UK after the WWII when considerable damage had occurred. There was a desperate attempt to make headway and sweep away the old and replace it with the new. This caused a significant amount of damage to historical buildings that were saveable but were removed to create urban areas. Town planning was new and transport, etc. was rushed through and did not work. So permanent loss of heritage occurred. Huge sums of money later went into repairing this new infrastructure, which would not have been necessary if more time had been taken at the outset instead of responding to the immediate pressure to rebuild quickly. This is a lesson to bear in mind.

The delegate from Algeria commented on the issue of reconstruction. He wanted to emphasize quickly that during the 1990s his country was affected by terrorist acts. During this period, we did not experience many cases, but there was a mausoleum on the border with Morocco affected by

fire and reconstructed. We adopt a prevention attitude. We can avoid a lot of destruction as talked about. Reconstruction needs to be strengthened by prevention.

Secondly, case studies are different related to their originating factors. In the next meetings case studies can be used as best practice evidence. They might be summarized in a memo that can be used by the affected countries. There could be an operational meeting to produce this memo to sum up examples that have been presented as good practice.

Mr De Caro gave his opinion as an expert, not as the Director-General. As an expert in heritage, he communicated the idea that a crucial point is who represents a community. Before WWII, in Italy, it was without doubt the state central government. The state centralized system had authority over antiquities. Representing the local communities in the process is a key problem at every level.

Mr Thomas Duffy, delegate from the United States, noted that there are clear conflicts causing significant damage. The Smithsonian partnered with ICCROM in 2016 to provide training in first aid.

There is a need for such training, which is significant, and support needs to grow and the US will continue to support efforts. ICCROM can play a role in evacuation and emergency, which are easy to understand. ATHAR is also key in cultural heritage and preservation in conflict areas. The US contributes to the Regular Budget and also via the Ambassadors Fund used in Nigeria for post-crisis recovery and disaster risk reduction. We will continue to support and complement these and other initiatives in the future.

The delegate from Tunisia had questions related to reconstruction. He asked what is the time zero for reconstruction? Where should we start? From the destruction or the day before destruction? Today many problems exist in defining the zero time. We know there are two schools of thought, Ruskin and Viollet-Le-Duc. Ruskin also said reconstruction is always possible, but we cannot recover what was. We need to define time zero from other points as was seen in the case studies.

Ms Lavandier noted there was another hidden question, which was the way we experience the present in the past.

#### **Agenda Item 24. Conclusion of the Thematic Discussion**

The Thematic Working Group prepared the following statement for review and approval by the General Assembly as a conclusion to the thematic discussion:

In the framework of the thematic discussion held as part the XXX General Assembly of ICCROM, Member States welcomed ICCROM's efforts on the subject of post-conflict reconstruction that constitute improved protection and management of endangered cultural heritage caused by human intentional destruction in many parts of the world.

ICCROM fills in an existing gap by providing an international platform, guidance and methodologies for the professional community, networks, decision-makers and institutions

responsible for the conservation and protection of cultural heritage at risk. The relevance of its mandate as an international centre for the study, preservation and restoration of cultural heritage is crucial at a time when 'cultural cleansing', vandalism, targeting historic and religious sites, in addition to illicit trafficking in cultural properties and large-scale illegal excavations, represent a serious threat for the richness of our human cultural diversity internationally. This perilous situation induces reflection on the adequacy and effectiveness of the current practices in the field of post-conflict reconstruction.

The Assembly accepted the following draft recommendation on reconstruction based on the thematic session discussions:

The General Assembly:

1. noting the Thematic Discussion on the theme of Post-Conflict Reconstruction: Recovery and Community Involvement, which was carried out as part of the XXX ICCROM General Assembly;
2. thanks the Council working group and the ICCROM staff for the organization of the Thematic Discussion;
3. thanks all of the speakers at the Thematic Discussion events throughout the General Assembly;
4. takes note of the conclusions of the Thematic Discussion and urges Member States to give them due consideration.

Due to this alarming situation, participants of ICCROM's XXX General Assembly call on Member States to:

1. **Comply** with the latest international legal instruments adopted by the UN Security Council, such as: Paragraph 15 of Resolution 2199, adopted on 12 February 2015, which condemns the destruction of cultural heritage in Iraq and Syria; and Resolution 2347, adopted on 24 March 2017, which is the first resolution entirely devoted to the protection of cultural heritage at risk.
2. **Devise** participatory policies that adopt community-centred approaches to recovery and reconstruction projects, thus creating a sense of ownership, community empowerment and social cohesion. To this end, it is important to ensure the transmission of cultural heritage, as a finite resource, safely in the future through the implementation of sustainable development policies primarily benefiting the lives of local communities. In addition, the cultural relationship of each local community to its heritage must be defined within frameworks of best living heritage practices being promoted and developed by specialized organizations, including ICCROM.
3. **Develop** a multidisciplinary and cross-sectoral approach in post-conflict reconstruction processes, noting that little real implementation has been experienced to date on the ground. Cultural heritage must, therefore, be placed in its social, economic, political and environmental context, as per the principles of integrated heritage management. In the process of post-conflict reconstruction, every effort should be made to establish effective cooperation at all levels, between donors, local and national authorities, relevant associations, professionals in the field and local communities.
4. **Recognize** that documentation is critical to best practices in heritage management. All relevant data sources which document heritage resources must be preserved; all documentation produced and knowledge generated during any intervention must also be preserved for reference in the

future. In addition, new data sources (e.g. those from satellite, drones, etc.) could be usefully included in archives of heritage resources.

**5. Acknowledge** that the specific dimension of post-conflict reconstruction requires specific intervention times, first with emergency action, then with long-term planning according to priorities to be set in advance. It is therefore necessary to avoid any haste and to take the necessary time for reflection, consultation, evaluation and weighting of interests.

**6. Emphasize** that any commitment to a peace process must include the issue of the preservation and post-conflict reconstruction of cultural heritage. This would provide a legal basis for all post-conflict reconstruction projects and demonstrate a clear political will of the entire international community to address also the “cultural legacy” of armed conflict. As such, specialized international organizations must play an advocacy role to ensure that cultural heritage interests are taken into consideration from the beginning of negotiations, especially since the preservation and post-conflict reconstruction of cultural heritage can be important factors for reconciliation and national cohesion.

**7. Expand** partnerships beyond the traditional areas of development cooperation and progressively include the field of cultural heritage protection. Several development agencies and especially non-governmental organizations are already working in this direction. This approach needs to be encouraged and reinforced.

**8. Enhance** the institutional and legal frameworks regarding the protection and management of cultural heritage in times of peace, crises and disasters in order to facilitate coordination between donors, international and non-governmental organizations, and national and local authorities.

## Agenda Item 25. Statements by Delegates and Observers

### i. Denmark

On behalf of seven Northern and Baltic states, the delegate from Denmark thanked the GA and commended the work last biennium. She noted the importance of the thematic discussions. The more digitalized meeting is a welcomed improvement, but the Council is encouraged to continue to look into ways of further reforming the General Assembly format in order to make meetings more efficient, which might stimulate more Member States to attend and stand for election. This may be both inspiring and efficient and encourage new states to join.

### ii. Tunisia

The delegate offered congratulations on the session and welcomed the newly appointed Director-General. Tunisia makes its own contribution to dialogue and cultures and international cooperation projects in heritage. There is a new policy in Tunisia for the promotion of heritage. ICCROM is an indispensable scientific partner for advancing cultural heritage. It is possible to promote landscape as a driver of sustainable development and support the new Strategic Directions for 2023. We support any opportunity for exchange in order to emphasize values against all threats of extremism that lay heavy on our joint future.

- iii. France (Mr Bruno Favel, Head of the Department of European and International Affairs, Directorate General of Heritage, Ministry of Culture and Communication of France)

France continues to support ICCROM as always. It approves the strategic aims and budget and commits to renew VCs to support individual African projects. It is happy that an African Director-General has been elected and wishes Mr Ndoro success. It hopes ICCROM continues what it has been doing in Africa and that ICCROM will define new programmes for Africa. France will devote a special contribution to that end. We note the success of RE-ORG in Nigeria for the protection and storage of collections. Our country welcomes the new members of the Executive Committee which undertake the election of a new Bureau and wishes to thank the Director-General for his work and productivity and the full ICCROM team.

- iv. United States (Mr Thomas Duffy, Chargé d'Affaires of the Embassy of the United States in Rome)

The delegate is honoured to represent the US government at the GA. Since 1971, members have been pleased to see the expansion and continued commitment to promoting all types of cultural heritage. We welcome the Ukraine and recognize the Director-General's excellent stewardship. He will be missed. We commend the election of Mr Ndoro, the next Director-General.

This is a small organization with a large impact. We are here because we support its mandate and programmes and value preservation. ICCROM, like the entire UN, benefits from being more effective, flexible and responsive.

We have three considerations.

The first is to strengthen the partnership between Member States and ICCROM. We ask consideration of having an intercessional governing body as other small NGOs have. This will facilitate Member State visibility of organizational operations and transparency and oversight as well as aligning authority with responsibility. The second is to actively engage alumni networks and the third is to facilitate training that can provide distance learning options.

This delegation reflects the priority the US government places on this issue. The Deputy of Administration for the National Gallery of Art is on the delegation, with the Smithsonian being the largest museum and research collection in the world. Other US government entities are also engaged in international cultural heritage activities and believe in a whole government approach.

We look forward to partnership to help people conserve their own cultures. The US will continue to commit to multilateral action in the immediate and long term.

- v. IUCN (Mr Tim Badman, Director, IUCN World Heritage Programme)

Mr Badman thanked ICCROM for 50 years of cooperation.

It was impressive to see full scope of its work and engagement with Member States and the professional and community. IUCN is celebrating its 70th anniversary and is most well known mainly for its World Heritage advisory body role alongside ICCROM and ICOMOS. This is a priority for IUCN but a small percentage of what IUCN does. It is mainly concerned with development, people and justice, and solutions to global challenges that nature can provide. It is based in Switzerland but decentralized, and quite large with 850 people, government and non-



governmental members, 130 Member States and 10 000 experts. It offers rich opportunities for collaboration.

There a new page of cooperation now with the World Heritage Programme (WHP). We are setting off on a journey with financing support from Norway and Switzerland. It is a joint project that gives a real and practical opportunity to realized connections between cultural and nature which can be drivers of the better conservation of both nature and people. This cultural nature journey will continue in the upcoming ICOMOS meeting in Delhi.

Regarding the World Heritage Leadership programme, its first philosophical and ethical point is to recognize that cultural diversity is part of heritage development relationships. This respects diverse and non-western approaches and not division which is needed for culture-nature empowerment. There is a level of local commitment that exists alongside the language of the Conventions. Also, new partners are essential, as are joint efforts to bring together different institutions. There are many reasons to also build support for heritage in Africa. From this starting place, we need to look also to other opportunities for collaboration.

I salute Mr De Caro and wish him well and thank him for his friendship and leadership. The Director-General launched this first joint programme with the IUCN. I also salute Mr Wijesuriya who has been a concise source of new ideas and visions, and he can count on doing more work with us. I also salute Webber Ndoro who I know will work with the WHC. We look forward to working with him.

vi. Dominican Republic

We adhered to ICCROM 60 years ago as the first statues entered into force in 1958. Today we are 156 Member States. The Dominican Republic conserved the first example of Gothic and Renaissance architecture in the American continent and New World left by Spanish settlers. Cultural heritage and conservation are of great importance for our government and people. It is a great honour to have contributed to such a relevant institution. We give our appreciation to the ICCROM staff and Council and welcome Mr Ndoro.

vii. Ecuador

As we have seen and realized, Member States face renewed challenges to be part of current initiatives and share their own experience and increase cooperation opportunities. In April 2016, Ecuador experienced an earthquake which endangered cultural heritage and created large challenges, not just human challenges. Effects were felt especially in coastal areas, damaging 352 buildings, churches and monuments, which represent the true identity of our people. This has been one of the key of the discussions in this space.

This hard situation gave us experience and information to share with other countries in our region, but also with other regions which may experience a similar circumstance.

In 2016, we received aid from many countries – Chile, Mexico, France, Spain, Colombia and others – and adopted public policy and plans for reconstruction. We worked with UNESCO in a post-disaster needs assessment, which was not an easy task. We gained important experience which we

would like to share. We would like to create a space to share and communicate, and serve as a model and leader in cultural heritage in South America.

We have promoted the creation of protocols for cultural risk reduction. We would like to strengthen the debate and dialogue on illicit traffic of cultural objects including with UNESCO. We are committed to sharing with ICCROM Member States according to strategic programmes and available finance. We have a special interest in alternative opportunities for specialists in capacity building. We would like to develop a course in Spanish to expand access and awareness.

We congratulate the GA and Mr De Caro and ICCROM's productive staff and organization and wish them the best success. They can count on Ecuador to continue this journey.

viii. Argentina

We support the Dominican Republic in their proposal to include the Spanish language on the ICCROM webpage. This would reduce gaps and remove a language barrier.

We also want to thank ICCROM Director-General Mr De Caro and all staff for their inspiration and support to developing training activities in Argentina.

Special thanks to Mr De Caro, Ms Tandon, Mr Arenson and Ms Antomarchi for their close help.

We invite all countries to delve into and look at the ICCROM webpage for the report on activities organized in Argentina in 2016–2017, and we would also like to share that over 2017 ICCROM will cooperate with the Ministry of Culture in Argentina to pilot a needs assessment on contemporary art collections. This will get feedback for more than 100 public and private institutions which have shown quick growth of contemporary art collections. Surprisingly, this will double in 30 years.

Common challenges include overcrowded storage and conservation challenges of new materials and those organized in inorganic and new digital formats.

The challenges are high damage risks due to intense loaning and lending activity which affect 80% of museums.

The results were presented at national meeting on conservation of conceptual art at the National Museum of Fine Arts in Buenos Aires. Curators and artists discussed contemporary art challenges and shared projects with 180 parties from 11 countries including Argentina, Brazil, Colombia, Chile, France, Mexico, Spain, Uruguay, Venezuela and Costa Rica.

The meeting was organized under the Director of Heritage Sites and the National Ministry of Culture with cooperation from Spain and the patronage of ICCROM.

The meeting had a positive impact and will have follow-up planned, to which we invite all members who would like to join us to assess the challenges of contemporary art and disseminate preventative and predicative conservation among communities which address a younger generation and new media.

ix. Corpo Nazionale dei Vigili del Fuoco (National Fire Corps– Italy)

The Head of the Corpo Nazionale dei Vigili del Fuoco (National Fire Corps – Italy), Mr Gioacchino Giomi, submits the following statement:

The Italian Ministry of Interior, through the National Fire Corps (CNVVF), provides more than 800 000 rescue operations and technical services a year. It is also responsible for fire protection controls on high-risk buildings and industrial plants. The CNVVF, then, is committed with the protection of human life and the safeguard of property and environment from damages caused by fires, explosions and other natural or human caused events. In such framework, a specific attention to Cultural Heritage safety has been devoted by the National Fire Corps during the last decades. Rescue operations aimed at limiting damages to cultural heritage involved in the effects of natural disasters have been deployed since 1966 in the Florence flood. More recently, the 2015 Nepal and the 2016 Central Italy earthquakes are the best-known large-scale rescue operations, within an activity performed every day by the CNVVF on minor damages to historical buildings.

The peculiarity of a rich cultural heritage spread all over a nation exposed to seismic and geological risks has obliged the National Fire Corps to enhance its capacity for managing rescue operations. Such effort has been done in strict contact with the Italian Ministry for Cultural Heritage. As a consequence, the training of firefighters and the use of innovative technologies aimed at limiting damage to cultural heritage have been gradually improved.

The recent organization of an international course, within an EU project aimed at improving capacities in preparedness, emergency management and restoration of cultural heritage at risk due to climate change, has allowed to us show the contribution that the Corps can bring in training a wide range of stakeholders on risk assessment and rescue techniques.

The CNVVF would be glad to share its operational and technical experience with ICCROM and its partners. A possible field of cooperation could be the organization of training activities on risk assessment in reconstructing buildings and on techniques aimed at saving buildings and artefacts from the effects of disasters.

x. Chile

We support what delegate from Argentina said about including the Spanish language in the website of ICCROM. It is the second most common language in the world and needs to be incorporated.

xi. Japan

The delegate cited the ICCROM training course held in ACCU Nara, Japan, in the Asia Pacific region in 2015 on wood preservation and restoration, noting that these group training, overseas workshops are important. He remarked that these workshops invited participants from different areas concentrating on museology.

He noted that ICCROM had been organizing this kind of training for 15 years to date. It represented a great human network and the opportunity to hold international conferences of past participants to hear their opinions and improve training content. One had already occurred and various issues were presented and discussed. There are plans to hold another on same theme in the future and invite other past participants to continue the discussion.

The delegate expressed gratitude to the Director-General and Mr Wijesuriya for their contribution to activities.

xii. Spain

The delegate offered congratulations for the job done during the past two years and also congratulated the Director-General and Council members. With limited budget, ICCROM still continues initiatives that contribute to saving human material and capital and creating a global network to reinforce e-learning.

There is potential to offer activities to reinforce capacity and use synergies that involve collaboration between countries on practical courses using local professionals. The delegate noted the standards and guidelines adapted to different situations and encouraged improving follow-up on practical results and assessing impact. They support the Dominican Republic and other Spanish speakers and propose to raise funds for enabling translation into Spanish of the ICCROM website and core documents. ICCROM was created in 1958 also to help the recovery of Spanish speaking communities. This will allow them to expand their footprint and reinforce their reputation as a benchmark for technical training and advice.

xiii. UNIDROIT

The delegate welcomed the excellent cooperation between ICCROM and UNIDROIT, which was formalized in a cooperation agreement signed in 2015. The presence of the two organizations in Rome allowed the development of complementary roles and a search for synergy. The role of UNIDROIT focuses in particular on the legal procedures for restitution and return of cultural property that has been stolen or illegally exported, whether as a result of natural disasters or conflicts, but also in times of peace.

Cooperation with ICCROM has particularly unfolded with ICCROM—ATHAR at the Expert Meeting on "Improving the Protection of Cultural Heritage in the Arab Region" held in Krakow in July 2017. Arab States were called upon to ratify relevant legal instruments, in particular the 1995 UNIDROIT Convention on Stolen or Illegally Exported Cultural Objects, and to involve communities in the process.

The UNIDROIT delegate also highlighted the creation of an Academic Project on the 1995 Convention with a network of universities covering the legal aspects of the illicit traffic. She also recalled the recent United Nations Security Council resolutions on the illicit trafficking of cultural property and the concerted efforts needed to implement them. Finally, UNIDROIT, with the support of the Permanent Missions of Italy and Cyprus, has established a working group at the United Nations which will meet annually to strengthen the implementation of the 1995 Convention. She invited all countries present, including ICCROM, to participate and discuss these issues.

UNIDROIT congratulated Mr Ndoro on his appointment and looked forward to continuing full cooperation. The delegate finally thanked Mr. De Caro for his excellent collaboration over the years, which marked the birth of new networks and bridges that will serve as the basis for future collaboration.

xiv. Portugal

It is an honour to celebrate the the 50th anniversary of Portugal's membership to this organization, and we congratulate the role of ICCROM in regard to heritage. There is a growth of Member States and financial support and partners and strategic objectives and a well-structured programme with precise objectives. We have indicators and references for implementation for results to be achieved.

World Heritage and risk management approaches must centre on communities in order to work. This is a full programme and an ambitious one. It is a reference point for the world of conservation and has been thorough in research, training and management with its projects and knowledge. We congratulate you on your success in training, including first aid, SOIMA, RE-ORG and tools for professionals. We participated in the RE-ORG activity in Brussels in 2016 and the signed document calling for protection of collections.

We thank ICCROM for their dissemination of knowledge and new downloadable publications which allow research on topical themes. These are educational manuals that are really useful. We thank you for these and the challenging thematic session, which was really interesting. We reflected on the issues of climate change in 2015 and the new risks affecting cultural heritage. This year reconstruction has expanded the discussion.

Bravo to all collaborators. We understand why ICCROM was built to address reconstruction and contain the ravages of war. We have committed to the construction of cultural heritage and want to contribute to a better world. This heritage can also be means the for a country to respond again in time of crisis and recession. They have a real attraction power.

Allow me to make personal comment. We have had an opportunity to return to really understanding what ICCROM is. We ensure that Portugal is present in ICCROM and will always be with enthusiasm, teamwork and collaboration

We also wish the newly elected Director-General success and thank Mr De Caro. We will miss you a lot.

xv. Greece

In these times of crisis, it is wise to collaborate closely and acknowledge the cultural wealth of all countries of all sizes and countries rich in civilization and assets. This has made us what we are today. We have a future only if we recognize and appreciate each culture. This necessitates deep respect.

Greece is currently in a difficult time due to economic crisis, conflict and waves of refugees. We are coping with this, finding new economic resources and innovative methodologies. We have developed special education programmes adapted to new groups, to give them hope and social acceptance. This can be accomplished in Greece with the ecumenical spirit of Greek civilization and both its tangible and intangible heritage.

We wish the Council, ICCROM and Mr De Caro well, as he brought ICCROM to a very high level.

xvi. Sweden

We thank Mr De Caro for his years and work to set new Strategic Directions and his leadership in a changing world.

The world is different from 60 years ago when ICCROM was created. It has become global and digital. We have digital friends all over the world. There are no borders, and we have access to information tools from all over the world all the time. We all have this in our pockets. The power of digital communications applications is well known. This is a universe in itself, with its own digital cultural heritage.

Sweden sends a message to ICCROM to be part of the digital world and calls upon it to further innovate and have initiatives in this arena.

We look forward to taking part in new e-learning system of blended learning and interaction. This is the future for reaching large groups. For the keepers of cultural heritage all over the world, this can provide them with tools to do their work even more efficiently.

xvii. Afghanistan

Allow me to congratulate on the election of the new Director-General to ICCROM and for Mr De Caro during his tenure at ICCROM.

Cultural heritage is a unifying force for ethnicity in countries that adhere to the same social values and common history, and it can also generate employment and income.

Afghanistan is on the ancient Silk Road and has been at the crossroads of culture. Provinces and the National Museum have incomparable artefacts. The majority were excavated from Afghanistan. The museum was once considered to have the 100 000 best artefacts in the region, evidence of cultural richness. Decades of war have affected our cultural heritage as well as lives.

More than 70% of artefacts were looted from the National Museum. They were smuggled out and sold illegally abroad. In 2001, there was the destruction of the Buddhas. Even today, Afghanistan is witnessing smaller-scale excavation by warlords and smuggling of precious antiquities. Since 2001, hundreds have been returned, but dramatic progress towards perseverance, conservation and reconstruction underway is only partly completed or left abandoned.

ICCROM and UNESCO have carried out numerous projects aimed at conservation and reconstruction. They are also providing capacity building training workshops for young archaeologists. We believe in the sustained support from the international community through the long term.

We take pride in our historical monuments and are ready to cooperate in their restoration with the means available.

Afghans appeal to the international community, especially ICCROM, for help in the reconstruction of cultural sites and those sites facing immediate danger of destruction.

xviii. China

We congratulate the GA on its efficiency and the organization of the programme.

We welcome the Ukraine and Hungary.

We have a deep appreciation and respect for ICCROM and its work over 60 years. Also, we note the efforts of Mr De Caro and the Council in addressing the future challenges and integrating with other international organizations in linking culture and care for cultural heritage with the SDGs.

We note the enlarging of the organization's mandate by participating in diplomatic activities, especially on conservation of cultural heritage in times of crisis.

China is crucial for better conservation and ICCROM.

Our government contributes to ICCROM in this regard. China has always given importance to cooperating with ICCROM. The past five years have seen a cooperation agreement between ICCROM and China for training courses on Monitoring of World heritage sites, Collection risk management and RE-ORG, and included participants from abroad. At the end of this year (2017), the Chinese government Scholarship Fund will have granted USD 200 000 to fund the participation of 96 conservation professionals to ICCROM courses.

It is an honour to join ICCROM in this capacity building in the field of cultural heritage conservation. In the future, China will continue to fund cooperation with ICCROM under the new Strategic Directions as they tackle important challenges that exist in this world.

The cooperation agreement expires this month but has been renewed for another five years, with training courses and USD 40 000 in scholarships each year.

We congratulate Mr De Caro for his accomplishments made during his tenure. Thanks to Mr Wijesuriya and best wishes to Mr De Caro, who will be missed by Chinese colleagues.

xix. Mexico

We congratulate ICCROM staff on the work it does with its small size and creative ways of working. This biennium is the 60th anniversary. It is important to remember the mission, to promote conservation and research away from the politics involved after WWII. We should continue to be creative and find support for work in our own countries.

We thank the Government of Italy for their renewed and continued support of ICCROM. Mexico will continue to be an active partner. We thank Mr De Caro and Mr Wijesuriya. We are happy for Mr Ndoro, who will lead wisely in the next years.

xx. Italy

We congratulate for the efficient conduct of this GA and organization. We thank members of the staff.

We had a three-day GA. Italy is very happy to welcome other Member States and also encourage you to give your support. We had an opportunity to fix financial issues in a satisfactory way as a whole. We were committed in the latest GA to achieving this purpose and worked with the Director-General. I was really keen on resolving this before the end of his mandate.

The quality of this morning's debate was important. Reconstruction is a very topical issue that lies at the heart of the organization's mission. It was a great idea to put it at the centre of the thematic debate, which was of high quality.

In any case, my government is happy about the agreement with UNESCO signed by ICCROM. This agreement did not exist and will improve an institutional framework which is clear and will define cooperation between two organizations strictly linked to each other. We encourage ICCROM support by all means to make a larger role for culture in the 2030 Agenda. This role needs to be enhanced, and there is a need to cooperate to this end

We thank Mr De Caro for his action personally on behalf of the Italian Government. We thank him for all he has done and the programmes he implemented. Other Member States have the same view, and he contributed so much to the image of Italy within the organization and multilateral ones as well.

xxi. Croatia

We are positively impressed for 2018–2019. Thanks to Mr De Caro who, in addition to figures, voiced emotions. Congratulations on the programme.

We have laureate poets and now have a laureate Director-General.

The terrible theme of post-conflict restoration was also discussed at La Sapienza, where we should draw an example from Croatia. I am proud and happy we can talk again with the Slovenian, Bosnian and Serbian people. They are sitting in the General Assembly with us. Fifteen years ago, we could not imagine this situation. I conclude with the Franciscan slogan: *Pax et bonum*. Peace for everybody and the whole world.

xxii. Tunisia

During the morning presentation, the thematic session was interesting. I propose to hold an international forum on this theme, on conflicts and related issues.

On behalf of my colleagues and Tunisia we thank Mr De Caro for his action in ICCROM and everything he has done and the Italian Republic for giving the new headquarters and all it has done.

A big thanks to all the team of ICCROM, including middle managers and everybody. Thanks to Pilar, who did a lot of things, for all her energy and help. It is always useful for everybody what she does. Thanks Mr De Caro, and welcome Mr Nodoro. Welcome to ICCROM.

xxiii. Iran

Thanks to ICCROM also to Pilar for her hard work and to Mr De Caro for his excellent management. We hope he can continue with ICCROM as a consultant.

The land of Iran is a land of earthquakes, and we have received international assistance in this regard. But three weeks ago, there was another big earthquake in the west, and 500 people died.



This morning another earthquake struck some villages and that is why we need more cooperation with other institutions, especially ICCROM. We need to work more closely together.

xxiv. Sudan

It is greatly significant to appreciate the tremendous efforts and achievement of Mr De Caro which provided a road map for the organization. His dedication, devotion and integrity have been so crucial to the success of ICCROM. The delegation complements the work of previous ICCROM Councils and working groups, especially on Strategic Directions and the thematic discussion.

We congratulate the newly elected Director-General Mr Ndoro and wish him the best in his mission. We acknowledge efforts and the achievement of ICCROM-ATHAR in Sharjah and look for more collaboration and partnership.

We support all initiatives of the programme for Africa and see capacity for programs addressing the needs of sub-Saharan Africa. We are willing to host, as we did in 2009, training activity and meetings to give direction to antiquities in sub-Saharan Africa and to provide logistics for any training to support African heritage.

We inform you that the Minister of Islamic Culture in Khartoum in 2017 declared Sinar as a regional centre for dialogue and cultural diversity, ISICO.

Collaboration between Sudan, ICCROM and ISICO can benefit heritage of the region.

We will make every effort to support ICCROM in the African and Arab domain.

xxv. Netherlands

This has been a meaningful General Assembly. We express gratitude to the Director-General regarding his role in solving the tax reimbursement issue with Italian Government. It took a lot of diplomacy, patience and tenacity since 2013. We speak on behalf of all and appreciate the great effort to use these funds for what they were intended for.

xxvi. Hungary

We are grateful to be a member again. We congratulate the excellence of the organization of the GA. Cultural heritage is not only scenery but also history, an inseparable part of the life of nations and communications, as Mr Boccardi emphasized this morning.

This genius locus incorporates the tangible and intangible, as Mr Bouchenaki underlined. They must all represent and are needed to repair the soul of a community or nation.

We note the case of the Buda Castle. It is a symbol.

Hungary will continue its activity supporting cultural sites, also in Africa in future. We offer activities to the scientific world and World Heritage sites in Iraq and other countries badly damaged by extremists.

xxvii. Barbados

Thank you for the good organization. Best wishes to the outgoing Director-General and thanks for his astute leadership over past years.

We represent small island developing states (SIDS). I cannot just advocate for my nation, but I highlight that SIDS are represented by less than six people in this room.

We need to build capacity in SIDS regions, especially in the Caribbean, which is affected by earthquakes and storms as occurred this year.

We need capacity building, risk assessment, first aid and RE-ORG, and we need to safeguard 7 000 years of human habitation in the region.

We support a mechanism for addressing Caribbean cultural heritage. My country notes its willingness to work collaboratively through the creation of scholarships to conservators and for safeguarding our regional history.

xxviii. Cyprus

We are sensitive to the issues raised and the strategies that need to be developed to prevent illicit transport of cultural heritage.

The conflict on the island in 1974 had an impact on cultural heritage. There were synergies with other countries and bilateral agreements. This enhanced cultural protection with a national committee and documents addressing illicit transport of objects. This included joint efforts with UNIDROIT.

We strongly believe in adopting national legislative measures to protect objects on land and sea. We also support digitized collections and organization of a conference on this.

ICCROM can play a part in influencing the development of strategic action and legal measures, especially with regard to the eastern Mediterranean.

We express gratitude to Mr De Caro for sharing his vision in recent years.

xxix. Armenia

We support the protection of heritage in conflict and disaster provided by ICCROM. We remember the 1994 Krakow document and state policies for cultural heritage.

xxx. Ukraine

(Written statement submitted)

DEVELOPMENT OF CULTURAL HERITAGE AS A COMPONENT OF ECONOMIC DEVELOPMENT: EXPERIENCE OF PRESERVATION OF HISTORICAL AND ARCHITECTURAL ENVIRONMENT IN UKRAINE

Throughout its historical development, Ukraine has been constantly in the epicentre of events which determined the historical and political map of Europe. Since the time of the great migration

of peoples, due to its location in the geographical centre of Europe, Ukraine was in the way of migration routes of large ethnic groups. In course of time it confidently took the leading place in the trade-economic and cultural-political relations between the West and the East. All these factors determined the character of Ukraine as a multi-ethnic state that assimilated the influences of different cultures and has a rich and extremely diverse architectural and urban heritage.

Nowadays there are more than 130 000 monuments in Ukraine under the state protection, among them:

- 16 293 monuments of architecture, town-planning and landscape art (3 541 of them are the monuments of national importance);
- 5 926 monumental art monuments (44 of them are the monuments of national importance);
- 51 364 historical monuments (142 of them are the monuments of national importance);
- 57 206 archaeological monuments (418 of them are the monuments of national importance).

There are 401 settlements with outstanding historical and cultural heritage are included in the List of Historical Places of Ukraine. This means that special regulations are applied to the projects of their planning and urban development. Besides there are 1 399 cities and urban-type settlements more than 8 000 village heritage properties in Ukraine, which need research and registration.

The historical and cultural preserves were established in historical cities and sightseeing places with a strong concentration of historical and cultural heritage. Today there are 63 preserves in Ukraine 20 of them have the national status according to Presidential Decree.

The protection of cultural heritage has always been a priority issue for Ukraine. Already in 1992, two years after gaining its independence, Ukraine joined the International Council of Monuments and Sites (ICOMOS).

More than 400 specialists joined the Ukrainian National Committee of the International Council for Monuments and Sites (ICOMOS).

As of today, seven natural and cultural Ukrainian properties were inscribed to UNESCO World Heritage List such as:

Six cultural properties:

1. Kyiv – Saint-Sophia Cathedral and Related Monastic Buildings, Kyiv-Pechersk Lavra (1990)
2. L'viv – the Ensemble of the Historic Centre (1998)
3. Struve Geodetic Arc (2005)
4. Residence of Bukovinian and Dalmatian Metropolitans (2011)
5. Ancient City of Tauric Chersonese and its Chora (2013)
6. Wooden Tserkvas of the Carpathian Region in Poland and Ukraine (2013)

One natural property:

1. Ancient and Primeval Beech Forests of the Carpathians and Other Regions of Europe (2007)

Besides the following objects are included to the UNESCO World Heritage Tentative List:

1. Historic Centre of Tchemigov, 9th–13th centuries (1989)
2. Cultural Landscape of Canyon in Kamenets-Podilsk (1989)
3. Tarass Shevtchenko Tomb and State Historical and Natural Museum-Reserve (1989)
4. National Steppe Biosphere Reserve “Askaniya Nowa” (1989)
5. Dendrological Park “Sofijivka” (2000);
6. Bagçesaray Palace of the Crimean Khans (2003)
7. Archaeological Site “Stone Tomb” (2006)
8. Mykolayiv Astronomical Observatory (2007)
9. Complex of the Sudak Fortress Monuments of the 6th–16th C. (2007)
10. Astronomical Observatories of Ukraine (2008)
11. Historic Centre of the Port City of Odessa (2009)
12. Kyiv: Saint Sophia Cathedral with Related Monastic Buildings, St. Cyril's and St. Andrew's Churches, Kyiv-Pechersk Lavra (extension of Kiev: Saint-Sophia Cathedral and Related Monastic Buildings, Kyiv-Pechersk Lavra) (2009)
13. Trading Posts and Fortifications on Genoese Trade Routes. From the Mediterranean to the Black Sea (2010)
14. Cultural Landscape of “Cave Towns” of the Crimean Gothia (2012)
15. The historical surroundings of Crimean Khans’ capital in Bakhchysarai (2012)
16. Derzhprom (the State Industry Building) (2017)

It should be noted that the Tentative List of Ukraine needs updating and harmonization.

Operational control over the preservation of cultural heritage of the state is regulated by the Constitution of Ukraine, as well as a number of legislative and regulatory acts. During the period of independence of Ukraine, the legal framework for urban monuments protection and preservation of the traditional environment have undergone a significant modernization. Until 2001, the sphere of cultural heritage protection was provided by the Law “On Protection and Use of Historical and Cultural Monuments” adopted in 1976. New economic conditions changes in the legal field of an independent state, as well as achievements in the field of cultural heritage protection, called for a new Law “On Protection of Cultural Heritage”, adopted in 2001. It is supplemented by a number of other laws, in particular “On Fundamentals of Urban Development”, “On Architectural Activity” “On Planning and Urban Development of Territories”. An important role is played by Land Code, which pays a considerable attention to the lands of historical and cultural purpose.

The dynamic situation in the sphere of the state economy, investment police and the change of the vector in the development of ownership relations, urban development problems, ecology, increase of the requirements for tourism infrastructure, etc. led to amendments and additions to the Law “On Protection of Cultural Heritage”.

The Ministry of Culture of Ukraine provides the formulation and implementation of state policy in the field of cultural heritage protection. At the regional level, the function of the state bodies for the protection of cultural heritage is provided by Cabinet of Ministers of the Autonomous Republic of Crimea, regional, Kyiv and Sevastopol city state administrations and their subunits, which are responsible for cultural heritage protection.

The objectives of the Ministry of Culture of Ukraine are to determine the issues of scientific and methodological nature such as: the preparation of legislative acts, state programs on cultural heritage protection, maintenance of the State Register of Immovable Monuments of Ukraine, development and approval of methodological and regulatory documents on identification, research, recording, restoration, conservation, museumification, adaptation, protection and preservation of cultural heritage properties.

Specialized subordinate institutions carry out an extensive work on the identification, certification and studying of monuments, as well as the restoration projects processing. They are the research centres that take part in the preparation of scientific and methodological principles of state policy concerning the historical environment protection and preservation. Also, they are engaged in the development of scientific and theoretical issues of the history of architecture, enhancement of regulatory and methodological basis, etc.

The protection and preservation of the historical environment in Ukraine is carried out at several organizational levels.

The first level is town planning, which allows to define global approaches for preserving the historical environment.

The Historical and Architectural Key Plan, which is the section of the Master Plan, is developed at the stage of preparation of Master Plans for Historical Places (401). The Historical and Architectural Key Plan fixes all cultural heritage sites that form the historical environment – from the landscape to individual historical monuments, the existing protected zones. If necessary, it proposes amendments to the boundaries of existing protected zones, and also determines the regimes of use of these territories. In addition, it determines the boundaries and use regimes of historical areas of cities, based on research and development analysis. These requirements should be applied to city-planning restrictions. This approach ensures systematic protection of cultural heritage historical environment and minimizes the impact of new construction on visual perception of historical properties and environment.

Preserves are one of the administrative forms of the historical urban environment protection. They have well-defined boundaries, protected zones, a list of cultural heritage monuments and a special administrative structure, which is entrusted with the implementation of appropriate measures for its conservation.

All requirements for the composition and content of urban planning documentation for historical cities apply to preserves too. In recent years, a new type of documentation for preserves has been launched – Plan of the Organization of the Territory, which define the conceptual approaches to the regeneration of the historical environment, as well as solve complex issues, including the organization of infrastructure of preserves, definition of the basic principles of investment policy, etc.

The second level of the historical environment preservation is an accounting and administrative level. At this level, identification, research, registration, certification of cultural heritage

monuments, as well as the state registration, are carried out - through inscription of monuments to the State Register of Immovable Monuments of Ukraine. The certification of monuments in Ukraine has been carried out since Soviet times. However, new conditions and purposes require amendments to the system of certification and new form of passports processing that is an electronic one. Today, the issue of electronic registration of monuments and e-certification is being processed by the entrusted subdivisions of the Ministry of Culture.

The third level of preservation of the historical environment is research and restoration one. This level provides cultural heritage properties with appropriate research and design documentation for the restoration and adaptation of monuments.

The state is primarily concerned with the implementation of the first two levels, while the third level requires more flexible approach.

The provision of the restoration activity by modern regulatory and methodological base remains the prerogative of the state, because the state is responsible for the methodological direction and quality of the restoration work.

Until recently the development and implementation of design documentation for restoration were made exclusively through state investments. In this respect, Ukraine has an unprecedented experience of the reconstruction of lost monuments that despite the creation of non-governmental trust funds, was mostly financed by the state. However, the state resources have run out, the futility of such resource has become evident: due to the reduction of public financing, specialized restoration organizations have actually been self-destructive. It has led to increase of a number of monuments requiring urgent emergency and conservation works.

The experience of the countries whose source of prosperity national cultural heritage as tourism object, convinces that non-governmental investments in architectural heritage preservation should become one of the priority economic task.

An urgent problem, that requires a certain management reorganization, is the legal involvement of non-governmental investments to the protection, conservation, restoration and usage of historical and cultural heritage, in particular the adoption of appropriate legislative acts that would stimulate charitable activity, as well as:

- reviewing of investment projects with scientific justification of investments structure;
- ensuring legal and financial guarantees for investments in monuments that are not subject to privatization and are transferred to a long-term lease or use;
- granting of financial and tax privileges to the owners of monuments, which carry out works on restoration and adjustment of monuments by owned assets.

Summarizing the above mentioned, it should be noted that the peculiarity of the present Ukrainian historical period is an objective need for the development of culture as an integral part of the sustainable economic development of the state.

xxxi. Resolutions

## 1. RE-ORG programme

Nigeria presented the below resolution regarding the RE-ORG programme, which was seconded by Mexico and was endorsed by Member States with the following amendments:

The United States suggested a language change: “Worthy goal to help cement financial aspects.”

Ms Nyhamar requested adoption by acclamation. The General Assembly applauded to confirm the acclamation.

The Resolution was unanimously adopted was as follows:

The General Assembly:

- noting that there are approximately 55 000 museums worldwide and, as a result, 55 000 storage areas (also known as deposits or warehouses) in which 90% of the collections are generally located;
- recalling the resolution voted during the 38th session of the General Conference of UNESCO in 2015 on the protection and promotion of museums and collections;
- recalling the resolution voted by the XXVII General Assembly of ICCROM on the poor state of the storage areas, putting at great risk these collections which represent an important part of the moveable tangible heritage of Humanity;
- recalling that all the Member States of ICCROM (and non-member countries) are affected;
- congratulates the countries who have engaged a national policy following this resolution, that have applied this recommendation, that have led to the reorganization of their storage areas and, by consequence, that have ensured the communication of their collections;
- congratulates ICCROM for the strategic actions while noting the magnitude of the task still to be accomplished;
- asks the ICCROM Secretariat to pursue and amplify its corporate actions called the RE-ORG programme;
- encourages Member States, UNESCO, ICOM, national institutions, universities and foundations to recognize the gravity of the situation and to collaborate in order to find the most adapted solutions to improve the situation;
- congratulates the Member States whose extra-budgetary contributions have helped make RE-ORG possible, and encourages those Member States who have not voluntarily contributed to RE-ORG, and who are capable, to do so.

## 2. Tracking Trends programme

The Resolution was put forward by the Netherlands.

The delegate from Belgium noted that it built on a statement regarding data for the cultural heritage sector and the recommendation for consolidating data collection and analysis for heritage

conservation. The General Assembly had noted the need for the cultural heritage sector to provide evidence of contributions to Social Development to enhance its visibility. To this end the language of the resolution was in order. ICCROM was the institution to promote this.

It was thus proposed by the delegate from the Netherlands.

Ms Nyhamar provided time to read both texts and requested adoption by acclamation.

The General Assembly adopted the statement as written by acclamation through applause.

The text of the statement adopted by the General Assembly unanimously in regard to the Tracking Trends programme was:

The General Assembly:

- noting the clear need of the cultural heritage sector to provide evidence of its contribution to sustainable development, in order to enhance the visibility and to stimulate policy making in support of cultural heritage and its conservation, in as well as beyond the cultural heritage sector;
- noting the importance of monitoring knowledge gaps, capacity and emerging issues of concern in order to develop strategic and timely responses;
- noting the lack of consolidated data to enable a strategic overview of the cultural heritage sector worldwide that contributes to sustainable conservation strategies within all Member States;
- encourages ICCROM to pursue a long-term “Tracking Trends” programme for data gathering, critical reflection, analysis and dissemination, to provide necessary evidence and advice to support capacity building, knowledge sharing and strategic decision making in Member States;
- encourages all Member States, foundations and funding agencies, universities and international and national organizations working in the broad field of the cultural heritage sector, as well as in the fields of economic, social and environmental development and protection, to participate in this programme through the provision of data, technical advice and/or financial support, to develop and sustain the Tracking Trends programme, thus strengthening ICCROM in its role as a focal point for information, knowledge and insight concerning heritage conservation worldwide.

### 3. Programme for Africa

The resolution was presented by Sudan and seconded by Cameroon. Ms Nyhamar asked for approval by acclamation of the text as is. The GA adopted the text as presented by acclamation through applause.

This is the text adopted by the General Assembly unanimously regarding a new Programme for Africa:

The General Assembly:



- noting ICCROM's previous long-term commitments to promoting improved conservation practice in Africa through the PREMA and AFRICA 2009 programmes and thanking all previous financial and implementation partners for ICCROM's work in the region;
- recognizing that a need still exists to strengthen the capacity of heritage professionals working with all types of heritage in Africa, in particular in regard to heritage management, promoting people-centred approaches to heritage conservation, and linking heritage protection and sustainable development;
- further noting that the newly approved Strategic Directions of ICCROM have as one of their priority objectives the "Support for Africa's Cultural Heritage" and that a corresponding programme area has been put in the Programme of Work and Budget 2018–2019;
- requests that the development of this new long-term programme for Africa become a priority activity for the 2018–2019 biennium;
- further requests ICCROM to engage the necessary programme staff to develop this programme as soon as the necessary funding becomes available;
- thanks the Government of France for the announcement of its additional support for ICCROM's activities in Africa, and calls on other ICCROM Member States to provide voluntary contributions to cover the necessary costs for the development and implementation of this programme and supplementary programmes that may arise in the future;
- encourages other interested financial and technical partners both within the region and around the world to provide the necessary assistance for the development and implementation of the programme;
- requests the ICCROM Council to form a working group to provide ICCROM staff with the necessary assistance and to monitor progress on the development and implementation of the programme.

#### **Agenda Item 26. Results of the Election: New Members of Council (GA30/12)**

Subsequent to the session Ms Nyhamar announced that the following Council members were elected with a mandate for the period 2017 to 2021:

Ms Hilde De Clercq – Belgium

Mr Sarkis El Khoury – Lebanon

Ms Aglal M. Elzubair El Malik – Sudan

Mr Oliver Martin – Switzerland

Mr Thembelani Nhlabatsi – Swaziland

Ms Isabel Raposo De Magalhães – Portugal

Ms Birgitta Ringbeck – Germany

Mr John Robbins – United States of America

Ms Nina Shangina – Russian Federation

Ms Julia Antonia Vicioso – Dominican Republic

Ms Gihane Zaki – Egypt

Mr Kamil Zeidler – Poland

Mr Ye Zhu – China

**Agenda Item 27. Election of ICCROM Representatives to the United Nations Joint Staff Pension Fund**

Ms Nyhamar proposed two candidates: Ms Sandrine Goffard of the United States and Ms Gihane Zakhi of Egypt. They would serve two years, to 2019. She asked for agreement via a card vote.

The Assembly unanimously agreed to the appointment of the two delegates proposed.

**Agenda Item 28. Other business**

No other business was declared.

**Agenda Item 29. Adoption of the Report Setting Forth the Decisions of the XXX Session of the General Assembly (GA30/13)**

Mr De Caro passed floor to Mr King, Director, Sites Unit, who reviewed the decisions made by agenda item. Ms Nyhamar requested any amendments be shared as they were reviewed.

Mr Martin, Vice-President of the Council, emphasized that the GA was approving the programme for the budget. He noted the budget remains hypothetical because the budget is not yet assured. We are not yet aware of defaults applied to the regular budget and VCs. We hope the GA is aware the Director-General will adapt the means by budgetary line and implement priorities. It is important to ensure this budgetary flexibility in a global budgetary framework. The GA must be aware of this flexibility in the current and future biennium.

Ms Kell from Canada noted that she had grave reservations and felt the need to read the sections of this resolution one by one to know if they are an accurate representation of what is going on. There had not been an opportunity to look at these points. She proposed a vote on bullet points individually.

Ms Magar from Mexico and Vice-President of the Council supported the two comments. She also noted that Germany had already voted on a specific resolution. She understood they voted on a programme and budget but not resolution.

Mr De Caro indicated that the GA approved the figures and flexibility is well described. Everything related to the budget is not the same as saying we can spend money for sure. The Director-General has an opportunity to request agreement from the Council and certain flexibility to avoid gaps in the second type of funds. We can describe details of all lines. He suggested removing the Budget Table presented to the Assembly and agree to approve only the number for the programming budget.

Ms Lavandier, Council President, affirmed the validated programme presented while remaining aware of the questions regarding the detailed form. Perhaps we should consider the need to have a table. Should we question this detailed table? In my view, there are two solutions. First, to remove the Budget Table and simply make a general mention or, second, to combine the two proposals and add a sentence that clarifies the flexibility during the biennium and extent to which it can have effect. Are these acceptable?

Ms Janowski, Chief Management Officer, responded that during the discussions about the budget the day prior, the GA did not request any changes in allocations.

Ms Kell had no concern about the figures in the Table. She noted there were six more bullet points which we did not go through and vote on yesterday, and she would like to see these in detail before agreeing to them.

Mr King asked if he should go through by bullet points. If others want to do so or not.

Mr Martin noted that his previous remarks indicated that the GA adopted by acclamation the three resolutions to give priority to Africa, Tracking Trends and RE-ORG, and to allow VCs that could be received. This means flexibility between lines for the next Director-General. It may be appropriate to add a point that allows the Director-General to apply flexibility at the global budgetary level to allow adaptations when appropriate and to remove the Table. In this resolution, the budgetary lines are too fixed.

Ms Hanssen from the Netherlands supported Ms Kell in her request as it will contribute to clarity and will not take much time.

Ms Raposo De Magalhães from Portugal supported the proposition of Mr Martin and saw flexibility as essential.

Ms Sandrine Goffard, First Secretary, Alternate Permanent Representative; Political/Economic Officer, The Embassy of the United States in Rome, and delegate from the United States, made the following statement:

Thank you Madame President, and we fully support the 2018–2019 Programme of Work and Budget, but that said we would like to echo the words spoken by previous delegations, particularly the delegate from Switzerland, as the 2018–2019 budget is aspirational, and it is going to be requiring some flexibility and adaptability. However, as a Member State, after today, we will not have the opportunity as Member States to participate in any budgetary decisions for the next two years. So we would like to take this opportunity again to underscore what we have stated in our previous interventions – the importance of considering the benefit of an intercessional governing body, including a budget and finance committee, which would facilitate Member State participation to include prioritization if needed.

The delegate from Korea supported Canada and Switzerland.

Ms Nyhamar asked Mr King to go through budget item 20.1, point by point. Mr King then went through point by point requesting approval by show of cards after each point.

Bullet point 1 was approved.

Bullet point 2 and sub-points and Table approval

Mr Oliver noted that if the Table was approved then there may be a proposed amendment that “authorized the Director-General to adapt the detailed budget within the global budget frame if appropriate and according to the strategic priorities.”

This text was added as a bullet point after the Table.

The Table was approved with this additional amendment.

All remaining bullet points were accepted with no objections or abstentions.

The General Assembly adopted the Report as indicated in the initial section of the present document, Section A, SUMMARY RECORD OF DECISIONS

### **Agenda Item 30. Closing of the XXX Session of the General Assembly**

Ms Nyhamar thanked the GA for electing her President and for their patience. She thanked the Vice-Presidents and Mr De Caro and the ICCROM staff and interns for all the work that went into preparing the GA.

She thanked the work of the Council and Working Groups with special thanks to Mr Zaki Aslan, for his thematic rigour, and the Bureau, who did the work of selecting the next Director-General.

She reminded delegates about the evaluation forms to be filled in and which were valuable in planning the next GA and which could be turned in at the delegates’ desk.

She gave the floor to Ms Lavandier, Chairperson of the Council.

Ms Lavandier noted that ICCROM has an opportunity and role as a mentor. The GA is an important forum, and she thanked the 30th GA on the organization's 60th year anniversary. The meeting helped define the organization's future role upon which it will know how to go forward and onward. She noted the high quality presentations and collaboration of partners and all the contributions of all Member States which was the strength of the organization.

ICCROM, thanks to this help, will cope with future challenges together with Mr Ndoro. The thematic discussion underlines that heritage is a precondition of peace and part of respect for diversity. She thanked the Council for her four years and noted she was always at its service. She thanked them for the quality, environment and respect that characterized her term of office. She thanked her Vice-Presidents, Mr Martin and Ms Magar, and all members of Council who were ending their term now. She also thanked all the Working Groups and their leaders and welcomed the new members.

She thanked all who contributed to the sessions, including the legal advisors and all others.

She commented on the quality of the thematic discussion which was of real value, including Sharjah, which demonstrated a high level as a team. She thanked the interpreters and provisional chair, Ms Kell, and also saluted the three Vice-Presidents.

She also thanked Mr De Caro as Director-General for the six years of work he has done. He was really committed and indelibly marked in the achievements of this organization. He reached the end of signing the agreement with the Italian Government, and his personal generosity and human values were examples for all of us. On behalf of the Council and GA she gave Mr De Caro a special edition pen. He had led ICCROM with his heart, and she hoped this experience was something he might write a book on. In this way, we will meet you again.

Mr De Caro responded, thanking the Council and GA for their kindness. He remarked as follows:

I was listening with much emotion to all. This grand finale by Marie was really nice and also a great experience. In my six years with ICCROM I have gained many friends and made ties worldwide.

Sometimes I even forget places and associate places with the people I know. I cannot name all people here but I have a list of a lot of pictures and addresses. I will remember who is who, but I promise to come to you from time to time. To come to your HQ because there are good memories to cherish on a personal side. There is a side in letters and stories about friendship, about personal relations that tell about a lot of success.

There are relations between states and ambassadors and political links and mutual respect looking back over at least 40 years. In Mexico for example there have been personal friendships between ourselves a local to understand problems. Basically, personal relationships have been the most meaningful.

I hope to keep ties up and a meet again in few years, and you can invite me again to future meetings. Thank you.

Ms Nyhamar gave one final notice to remind new Council members of the 90th Council meeting occurring the next day.

Ms Nyhamar officially closed the 30th General Assembly.