

ISSUE 45

# Annual Report 2019

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Photo: Participants of a RE-ORG  
workshop in Madagascar.  
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**Cultural heritage is fundamental to sustainable development and human well-being. Yet, it needs care, protection and effective management. Those entrusted with conserving heritage need tools and support to ensure they can do their job to the best of their abilities.**

**That's where we come in.**

**ICCROM is where communities, heritage professionals and governments come together to innovate and advance knowledge.**

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**Our strength lies in shifting mindsets and creating heritage leaders for the future.**

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# At a Glance

## About us

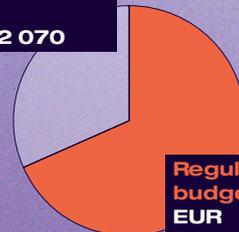
Staff in the Rome Headquarters

**37**

Total budget envelope 2018-2019

**EUR 13 718 863**

Voluntary contributions:  
EUR 4 332 070



Regular budget:  
EUR 9 386 793

Staff in the ICCROM-Sharjah Regional Office

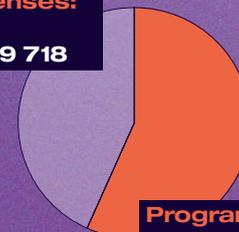
**11**

Partners

**211**

Allocation of expenses 2018-2019

Operational expenses:  
EUR 5 929 718



Programme expenses:  
EUR 7 789 145

Economic evaluation of ICCROM's Library

**EUR 4 309 889**

## External impact

Course participants

534

Courses

27

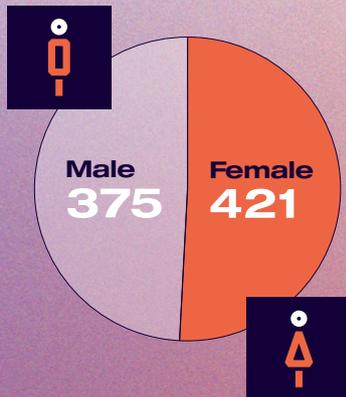
Resource persons for training

262

Countries that benefitted from training

92

In our training activities



Countries hosting activities

58

Days of learning

341

Person-days of learning

6 389

Networking events

Missions, meetings, workshops, seminars, conferences, etc.

117

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## Messages from the Chair of Council and the Director-General

# Together



Oliver Martin

As I write this, news is spreading all over the world that COVID-19 has become a pandemic. Drastic measures are restricting our everyday life in many countries and parts of the world, and there are victims to be mourned. ICCROM's Headquarters in Rome are temporarily closed, the Secretariat is working from home. This health crisis shows us how vulnerable our societies are. It also makes clear that the unprecedented challenges of our world are increasingly global and can only be met through cross-border cooperation. This is exactly what ICCROM stands for: strong multilateralism and a joint commitment with 137 Member States from all regions of the world, to care for and preserve our cultural heritage. ICCROM's Secretariat, ICCROM's Council, representatives of our Member States at ICCROM's General Assembly – we are all experts for cultural heritage conservation. Together – and across all borders – we work for our culture, our diversity and thus for the human dimension of our world. We also work to further enhance ICCROM's strengths: its commitment to expertise, to global professional dialogue, without politicization. This is a strength that must be maintained and defended, especially in these difficult times.

The Annual Report in front of you is proof of the efficiency and importance of ICCROM's work. On behalf of ICCROM Council, I would like to express my sincere thanks to all those who make the Organization's activities possible: Director-General Webber Ndoro, his staff and collaborators and their untiring efforts, and of course our Member States whose strong commitment to our heritage are advancing *The Great ICCROM Project*.

**Oliver Martin**  
Chair of ICCROM Council

*Together.* This word comes to mind when I think about our accomplishments over the past year, and the planning that goes into mapping out our future. We work as one at the service of cultural heritage and the people it connects. Advocating for cultural heritage – and those who make it happen (Member States, professionals, communities etc.) – can seem like an uphill battle, especially in the



Webber Ndoro

face of so many other pressing local and world concerns. However, it is our firm conviction that culture is the key to resolving many of our problems. Used positively, culture drives peace, well-being, resilience, understanding and sustainable development. We must do all we can to protect and invest in it, and we will do this *together*.

I am pleased to share with you in this report the variety and success of our activities in 2019. Our efforts to strengthen and build our relationships with our Member States resulted in new collaborations, for example, with several African countries for the launching of a new programme, as well as the sustained support of several of our longstanding partnerships. This year we also had the great pleasure to welcome Costa Rica as a new member of the ICCROM family. In addition, in December we got the wonderful news that the Italian parliament ratified the amendment to our Headquarters Agreement, extending the conditions of the 1947 UN *Convention on the Privileges and Immunities* to all staff and ensuring the future of our headquarters in Rome.

During this past year we navigated many changes, beginning with our organizational structure and systems of working to ensure greater transparency and a fitter, reinvigorated ICCROM. Throughout, Team ICCROM has demonstrated strength and determination, which resulted in a slate of fruitful activities and a resoundingly successful General Assembly.

I am so thankful to all those who have invested in us, Member States included, who recognize the importance of ICCROM and its work, and continue to ensure that our collective future vision is achieved. You are critical to our success and I cannot thank you enough for enabling our achievements through your investment in us, both financially and in-kind, and through friendship and shared goals. We look forward to continued partnerships and exploring future possibilities.

**Webber Ndoro**  
**Director-General**

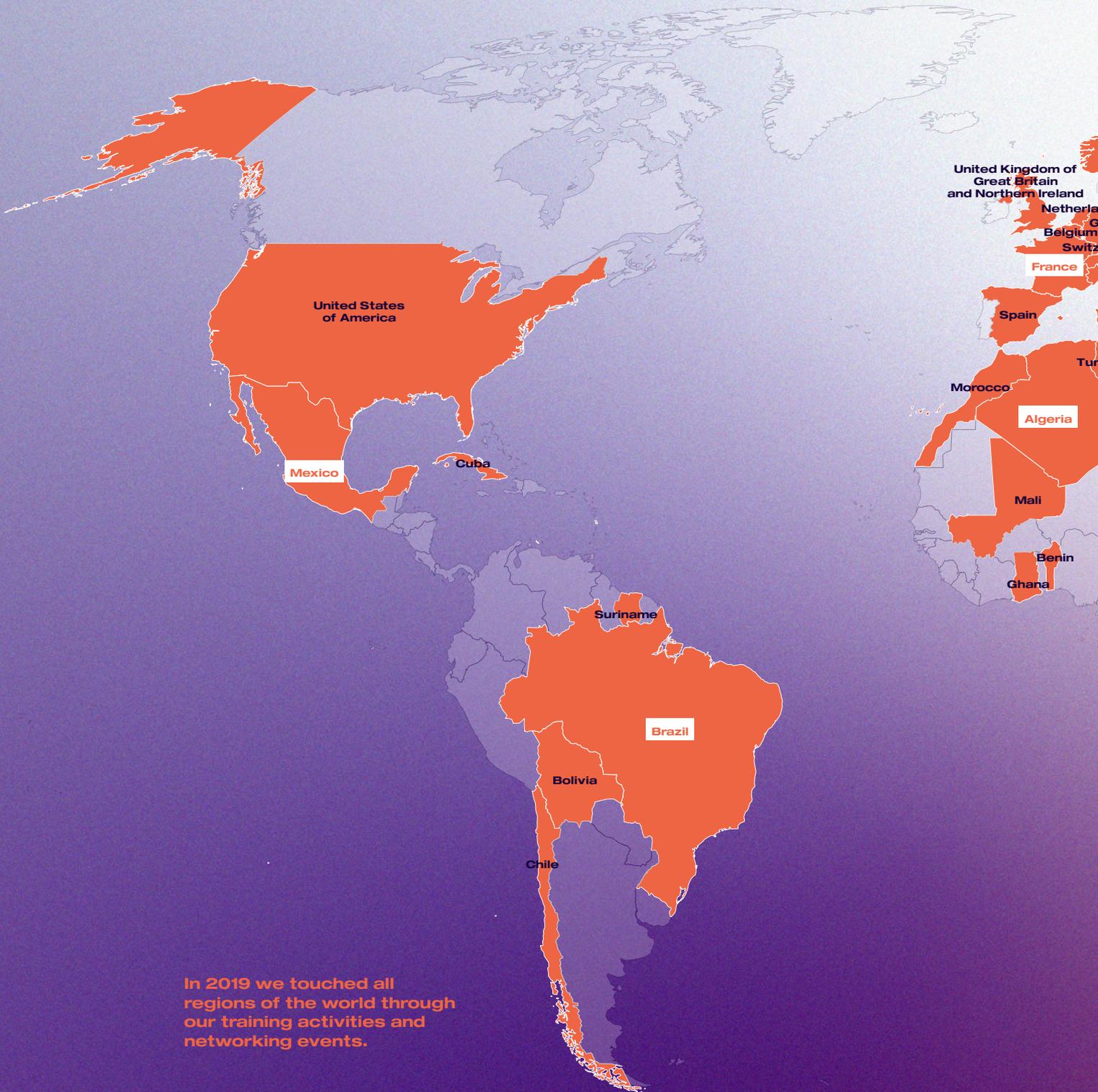
## **ICCROM's Elected Council for the 2018-2019 Biennium**

Abdulaziz Almusallam Alkhaaldi  
Yong-Jae Chung  
Hilde De Clercq  
Sarkis El Khoury  
Aglal M. Elzubair El Malik  
Florenca Gear  
Riadh Hadj Said  
Michaëla Hanssen  
Monther Jamhawi  
Wataru Kawanobe  
Patricia Kell  
Marie Lavandier  
Oliver Martin  
Thembelani Nhlabatsi  
Anne Nyhamar  
Isabel Raposo De Magalhães  
Zoe Reid  
Birgitta Ringbeck  
John Robbins  
Nina Shangina  
Mohammad Hassan Talebian  
Julia Antonia Vicioso Varelas  
Gihane Zaki  
Kamil Zeidler  
Ye Zhu

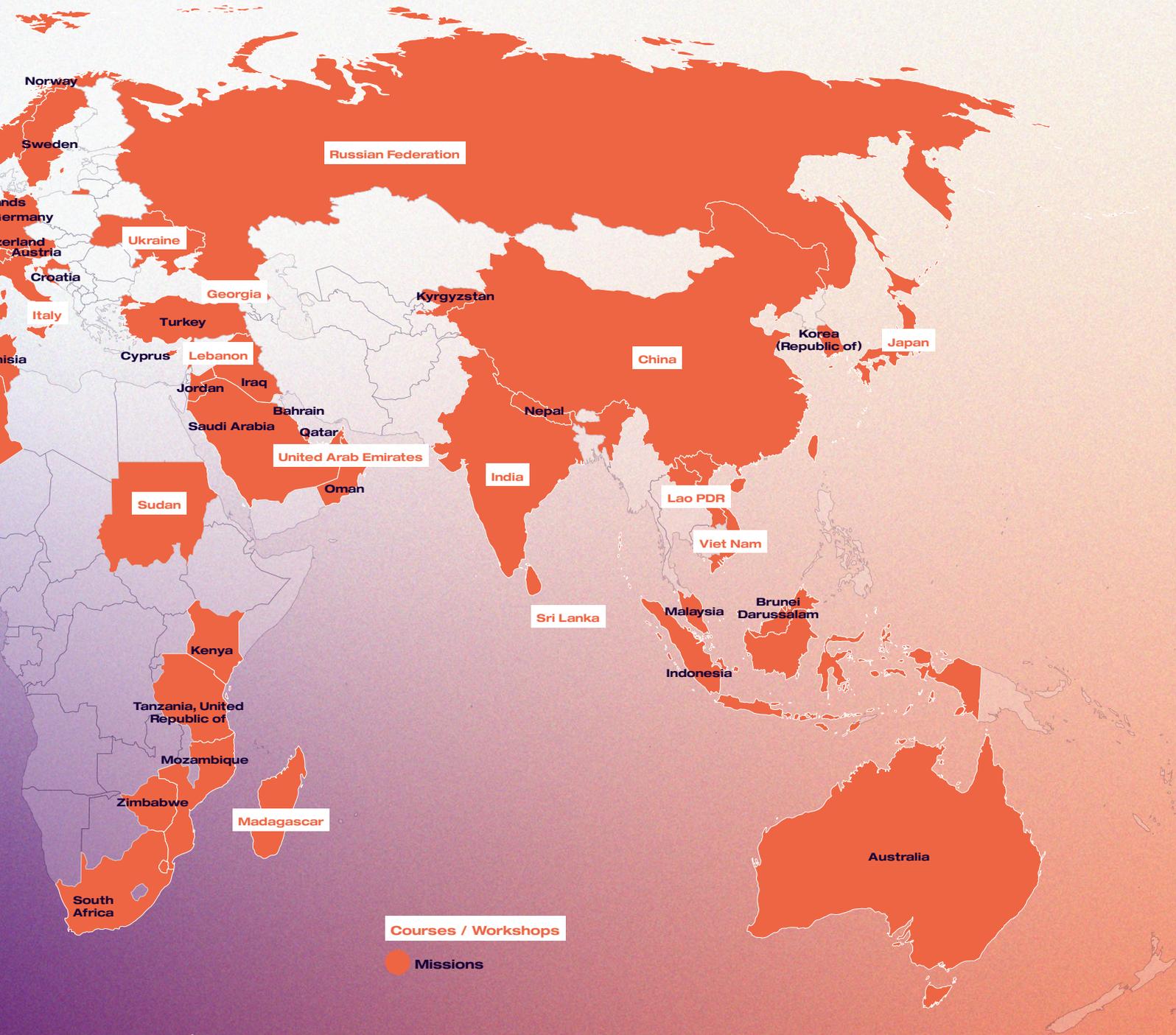
## **Bureau of the Council**

Oliver Martin, Chairperson  
Patricia Kell, Deputy Chairperson, Planning  
John Robbins, Deputy Chairperson,  
Administration/Finance

# Our Global Reach



In 2019 we touched all regions of the world through our training activities and networking events.





# The Power of Partnership



**Innovating and creating together is at the heart of ICCROM's partnership policy. Partnerships are essential to our global work, and we are committed to developing innovative partnerships with a range of stakeholders that continues to broaden, from local administrations within our Member States to international development agencies, to the private sector and foundations.**

In 2019, 211 partners joined ICCROM in carrying out activities in 58 countries. The challenges that we took on were complex, from reflecting on sustainable tourism, connecting nature to culture or working with humanitarians to provide culturally sensitive aid. Our partners ensure that we continue to provide added value in the field of heritage conservation.

Fujio Ichihara



## Partner in Focus: Japan and ICCROM

*In an age when cultural heritage conservation must be seen in the context of its role to benefiting society, we hope that through ICCROM, we can contribute to the field by sharing best practice, from caring for World Heritage properties, to improving skills in disaster risk management.*

When Japan joined ICCROM as a Member State in 1967, a long and fruitful collaboration spanning five decades began. During this time, Japanese cultural heritage experts have served on the ICCROM Council almost continuously, contributing to the Organization's evolution and programmatic focus. Several international and regional courses have been coordinated together, which have become vital reference points and career milestones for those in the heritage conservation world.

Starting in 2000, the Japanese Agency for Cultural Affairs began sending secondments to ICCROM, to help strengthen its human resources and expertise while creating a means for new knowledge and global approaches to come back to Japan.

As the current secondment, I am now assisting ICCROM in its role as an Advisory Body to the World Heritage Committee, which has afforded me the opportunity to represent ICCROM at international meetings, most notably, at the 43rd World Heritage Committee in Baku, Azerbaijan. These meetings, as well as the day-to-day work at ICCROM behind the scenes has helped me better understand the work and commitment of this Organization as well as the other World Heritage Advisory bodies.

These insights are useful for Japan, as a Member State of ICCROM and a State Party to the UNESCO World Heritage Convention.

Life in Italy is also a precious experience for someone engaging in conservation. Every day on the street, I imagine the landscape of 2000 years ago and juxtapose it with what is in front of my eyes. This accumulation of culture, which connects and expresses these differences through time and space, have changed my thoughts on culture in so many ways.

All of this allows for a greater ability to understand how to respond to the changing needs of cultural heritage – a vital skill for our national agency and our line of work. This will become an important asset when it comes to making decisions throughout Japan, from high-level policy to practical decision-making on the ground.

**Fujio Ichihara**  
Secondment from Japan

# Our Partners in 2019

**ACCU** – Asia-Pacific Cultural Centre for UNESCO  
**ACNT** – Association for Conservation of National Treasures, Japan  
**AFAD** – Disaster and Emergency Management Authority, Turkey  
**AHK** – Reinwardt Academy - Amsterdam University of the Arts, Netherlands  
**AIA** – Academic Initiatives Abroad, United States  
**AIAC** – International Association for Classical Archaeology, Italy  
**AISAR** – International Archive on the Historical and Contemporary Practice of Restoration for Cesare Brandi, Italy  
**ALECSO** – Arab League Educational, Cultural and Scientific Organization  
**ANPT** – National Agency for the Promotion of Heritage and the Development of Tourism, Benin  
**ANSA** – National Associated Press Agency, Italy  
**ARADO** – Arab Administrative Development Organization of the League of Arab States  
**ARC-WH** – Arab Regional Centre for World Heritage  
**Ars Civilis Foundation**, Spain  
**Art Jameel**, United Arab Emirates  
**ASK** – Art, Science and Knowledge Research Centre, Bocconi University, Italy  
**Association Civita**, Italy  
**Association of Italian World Heritage Assets**, Italy  
**Athabasca University**, Canada  
**AU** – African Union  
**AUR** – American University of Rome, Italy  
**AURAK** – American University of Ras Al Khaimah, United Arab Emirates  
**AUS** – American University of Sharjah, United Arab Emirates  
**AWHF** – African World Heritage Fund  
**Bavarian Government**, Germany  
**BCIN** – Bibliographic Database of the Conservation Information Network  
**BIAA** – British Institute at Ankara  
**Blue Shield** – Georgian National Committee, Georgia  
**Brazilian Institute of Museums**  
**British Council** – Cultural Protection Fund (CPF)  
**Bunkacho** – Agency for Cultural Affairs, Japan  
**CACH** – Chinese Academy of Cultural Heritage, China  
**CARBICA** – Caribbean Regional Branch of the International Council on Archives  
**CCI** – Canadian Conservation Institute, Canada  
**CC-TPC** – Carabinieri Command for the Protection of Cultural Property, Italy  
**Central Bank of Ecuador**  
**Central Cultural Fund**, Sri Lanka  
**CHA** – Cultural Heritage Administration, Republic of Korea  
**CHIN** – Canadian Heritage Information Network, Canada  
**CHRC** – Cambridge Heritage Research Centre, McDonald-Institute for Archaeological Research, University of Cambridge, United Kingdom  
**CIABC** – Research Center for Applied Science to the Safeguard of Environment and Cultural Heritage, Sapienza University of Rome, Italy  
**CIK** – Central Institute for Conservation, Serbia  
**Civil Protection Department**, Italy  
**CNCPC-INAH** – National Coordination of Cultural Heritage Conservation; National Institute of Anthropology and History, Mexico  
**CNR** – National Research Council, Italy  
**CNR-IBAM** – Institute for Archaeological and Monumental Heritage, Italy  
**CNR-ICVBC** – Institute for the Conservation and Enhancement of Cultural Heritage, Italy  
**CNVVF** – National Fire Corps, Italy

**Compagnia di San Paolo Foundation**, Italy

**Council of Europe**

**CRATERre-ENSAG** – International Centre for Earth Construction, National Higher School of Architecture of Grenoble, France

**CRBMC** – Centre for the Restoration of Artefacts of Catalonia, Spain

**CSIC** – Spanish National Research Council, Spain

**Datong Municipal Bureau of Culture Relics**, China

**Department of Archaeology**, Sri Lanka

**DIBEST Department of Biology**, Ecology and Earth Sciences, University of Calabria, Italy

**Directorate of Archaeology and Museums**, Gujarat, India

**DGA** – Directorate General of Archives, Ministry for Cultural Heritage and Activities and for Tourism, Italy

**DGA** – Directorate General of Antiquities, Ministry of Culture, Lebanon

**DGCS** – Directorate General for Development Cooperation, Ministry of Foreign Affairs and International Cooperation (MAECI), Italy

**DG ECHO** – Directorate General for European Civil Protection and Humanitarian Aid Operations, European Commission

**EAMENA** – Endangered Archaeology in the Middle East and North Africa, University of Oxford, United Kingdom

**Egyptian Academy of Arts in Rome**

**EHRF** – Egyptian Heritage Rescue Foundation, Egypt

**Enssib** – National Superior School of Information Science and Libraries, France

**EPA** – School of African Heritage, Benin

**E-RIHS** – European Research Infrastructure for Heritage Science

**EU-Modex Consortium**

**FDFA** – Federal Department of Foreign Affairs, Switzerland

**Federal Office of Culture**, Switzerland

**Federculture**, Italy

**FICLU** – Italian Federation of UNESCO Clubs and Centres, Italy

**Fondazione Santagata for the Economics of Culture**, Italy

**Fraunhofer Institute for Building Physics IBP**, Germany

**GAMNAC** – Group of Friends of the National Coach Museum, Portugal

**GEA Search and Rescue**, Turkey

**Getty Conservation Institute**, United States

**GHF** – Global Heritage Fund, United States

**Government of Sharjah**, United Arab Emirates

**Government of the United Arab Emirates**

**Gregorio Prieto Foundation**, Spain

**Hercules Laboratory**, University of Évora, Portugal

**IAA** – Israel Antiquities Authority, Israel

**IADB** – Inter-American Development Bank, United States

**IAIA** – International Association for Impact Assessment

**IA-TSU Tbilisi** – Institute of Archaeology, Ivane Javakishvili Tbilisi State University, Georgia

**Ibermuseum Programme**

**IBRAM** – Brazilian Institute of Museums, Ministry of Tourism, Brazil

**ICCM** – International Committee for the Conservation of Mosaics

**ICESCO** – Islamic World Educational, Scientific and Cultural Organization

**ICHHTO** – Iranian Cultural Heritage, Handicrafts and Tourism Organization, Iran (Islamic Republic of)

**ICOM** – International Council of Museums including its National Committees in Brazil, Madagascar and Portugal

**ICOM-CC** – International Conservation Committee of the International Council of Museums

**ICOMOS** – International Council of Monuments and Sites, including its National Committee in Portugal

**ICOMOS-ICORP** – International Council of Monuments and Sites, International Scientific Committee on Risk Preparedness, including ICOMOS-ICORP Turkey

**IGNCA** – Indira Gandhi National Centre for the Arts, India

**IIC** – International Institute for Conservation of Historic and Artistic Works

**IIE-UNAM** – Institute of Aesthetic Research, National Autonomous University of Mexico

**IILA** – Italo-Latin American Institute

**INP** – National Heritage Institute, France

**INSARAG** – International Search and Rescue Advisory Group  
**INTERPOL** – International Criminal Police Organization  
**IRCICA** – Research Centre for Islamic History, Art and Culture, Turkey  
**ISCR** – Higher Institute for Conservation and Restoration, Italy  
**IPCE** – Cultural Heritage Institute of Spain  
**Italian Chemical Society**  
**Italian Geographic Society**  
**Italian Red Cross**  
**IPHAN** – National Institute of Historical and Artistic Heritage, Brazil  
**IUCN** – International Union for Conservation of Nature  
**JACAM** – Japanese Association for Conservation of Architectural Monuments, Japan  
**JCIC-Heritage** – Japan Consortium for International Cooperation in Cultural Heritage, Japan  
**KIK-IRPA** – Royal Institute for Cultural Heritage, Belgium  
**Kizhi State Open Air Museum of History, Architecture and Ethnography** – Federal State Budget Cultural Institution, Russian Federation  
**Lao National Museum**, Lao People's Democratic Republic  
**Lazio Regional Authority**, Italy  
**Mallinson Architects and Engineers**, United Kingdom  
**MIBACT** – Ministry for Cultural Heritage and Activities and for Tourism, Italy  
**Ministry of Citizenship**, Brazil  
**Ministry of Climate and Environment**, Norway  
**Ministry of Communication and Culture**, Madagascar  
**Ministry of Culture**, Azerbaijan  
**Ministry of Culture**, Russian Federation  
**Ministry of Culture, Arts and Heritage**, Chile  
**Ministry of Culture and Knowledge Development (MCKD)**, United Arab Emirates  
**Ministry of Culture and Sport (MCD)**, Spain  
**Ministry of Foreign Affairs and International Cooperation**, United Arab Emirates  
**Ministry of the Interior**, France  
**MNAC** – National Art Museum of Catalonia, Spain  
**Municipality of Norcia**, Italy  
**Museum of Natural History**, Brazil  
**National Archives of Viet Nam**  
**National Gallery**, London, United Kingdom  
**National Museum of Brazil**  
**National Museum Lives Project** – UNESCO, Vale Foundation, Federal University of Rio de Janeiro (UFRJ), Brazil  
**National Museum of Oman**  
**National Research Institute for Cultural Properties**, Japan  
**NCAM** – National Corporation for Antiquities and Museums, Sudan  
**NCHA** – National Cultural Heritage Administration, China  
**NMK** – National Museums of Kenya  
**NSM** – National Silk Museum, China  
**NYU-Abu Dhabi** - New York University of Abu Dhabi, United Arab Emirates  
**OECD** – Organization for Economic Co-operation and Development  
**PetrSU** – Petrozavodsk State University, Russian Federation (acting as UNESCO Chair on Wooden Architecture Research and Preservation)  
**PNT** – Petra National Trust, Jordan  
**Polytechnic University of Turin**, Italy  
**Prince Claus Fund for Culture and Development**, Netherlands  
**Principality of Monaco**  
**PUL** – Pontifical Lateran University, Holy See  
**R-DMUCH** – Institute of Disaster Mitigation for Urban Cultural Heritage, Ritsumeikan University, Japan  
**Regional Heritage Management Training Centre Lucio Costa**, Brazil  
**Regional Center for the Planning and Restoration of Cultural Heritage**, Sicily, Italy

**Reina Sofia National Art Center Museum**, Spain  
**RICHT** – Research Institute of Cultural Heritage and Tourism, Iran (Islamic Republic of)  
**Riksantikvaren** – Directorate for Cultural Heritage, Norway  
**Roman Catholic Diocese of Teramo-Atri**, Italy  
**Russian State Scientific and Research Institute of Cultural and Natural Heritage named after D.S. Likhachev**, Russian Federation  
**Saga University**, Japan  
**Sapienza University of Rome**, Italy  
**School of Cultural Heritage and Activities Foundation**, Italy  
**School of Civil and Building Engineering**, University of Loughborough, United Kingdom  
**SCRI** – Smithsonian Institution Cultural Rescue Initiative, United States  
**SEAMEO-SPAFA** – Southeast Asian Ministers of Education Organization Regional Centre for Archaeology and Fine Arts, Thailand  
**Shanxi Culture Relics Bureau**, China  
**Sharjah Museums Authority**, United Arab Emirates  
**SIH** – Sharjah Institute for Heritage, United Arab Emirates  
**SNM** - National Service of Cultural Heritage, Chile  
**SUPSI** – University of Applied Sciences and Arts of Southern Switzerland  
**Swedish National Heritage Board**, Sweden  
**Swedish Postcode Foundation**, Sweden  
**TOBUKEN** – Tokyo National Research Institute for Cultural Properties, National Institutes for Cultural Heritage, Japan  
**TUM** – Technical University of Munich, Germany  
**Uffizi Gallery**, Italy  
**UIA** – International Union of Architects  
**UNESCO** – United Nations Educational, Scientific and Cultural Organization, including its regional offices in Brazil, Viet Nam, Lebanon, as well as Japanese National Commission for UNESCO  
**UNESCO World Heritage Centre**  
**UNIDROIT** – International Institute for the Unification of Private Law  
**University Ibn Zohr in Agadir**, Morocco  
**University IULM** – Free University of Languages and Communication, Italy  
**University Link Campus**, Italy  
**University of Cape Town (UCT)**, South Africa  
**University of Catania**, Italy  
**University of Padova**, Italy  
**University of Regensburg**, Germany  
**University of Roma Tre**, Italy  
**University of Sharjah (UOS)**, United Arab Emirates  
**University of Teramo**, Italy  
**University of Torino**, Italy  
**University of Tsukuba**, Japan (acting as UNESCO Chair on Nature-Culture Linkages in Heritage Conservation)  
**University of Tuscia**, Italy  
**University of Urbino “Carlo Bo”**, Italy  
**UNOCHA** – United Nations Office for the Coordination of Humanitarian Affairs  
**URBiS Library Network**, Italy  
**U.S. Department of State**, United States  
**U.S. Embassy in Brazil**  
**USR** - Special Reconstruction Office, Umbria, Italy  
**Vatican Museums**, Holy See  
**Wildlife Institute of India (WII)**, UNESCO Category 2 Centre on World Natural Heritage Management and Training for Asia and the Pacific Region  
**WHITR-AP** – World Heritage Institute of Training and Research for the Asia and the Pacific Region  
**YOCOCU** – Youth in Conservation of Cultural Heritage, Italy  
**Yungang Grottoes Museum**, China  
**Yungang Grottoes Research Institute**, China  
**Zacatecas Regional Institute for World Heritage**

# Our Work

## Programmatic Strategy

Our work is structured around three guiding concepts

1



**focusing on world concerns for cultural heritage**

2



**connecting people and building their capacities**

3



**always improving to meet current and future needs**

We are firm believers in the power of cultural heritage, and its ability to help make the world a better place. In our work, we adhere to the UN Sustainable Development Goals, contributing to the environmental, social and economic sustainability of communities within our Member States.





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Photo: Historic City of Melaka, Malaysia, inscribed on the World Heritage List. Image by Sharon Ang/Pixabay

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# Our Programmes

The ICCROM approach is people-centred, with a view of maintaining gender equality and regional balance. We improve the conservation and use of heritage for communities around the world by enhancing the capacities of their practitioners and engaging in participatory decision-making.

## **Thematic Focus**

**Disaster Resilient Heritage**  
**Preventive Conservation**  
**Heritage Science**  
**World Heritage Advisory Services**  
**World Heritage Leadership**  
**Materials in Focus**

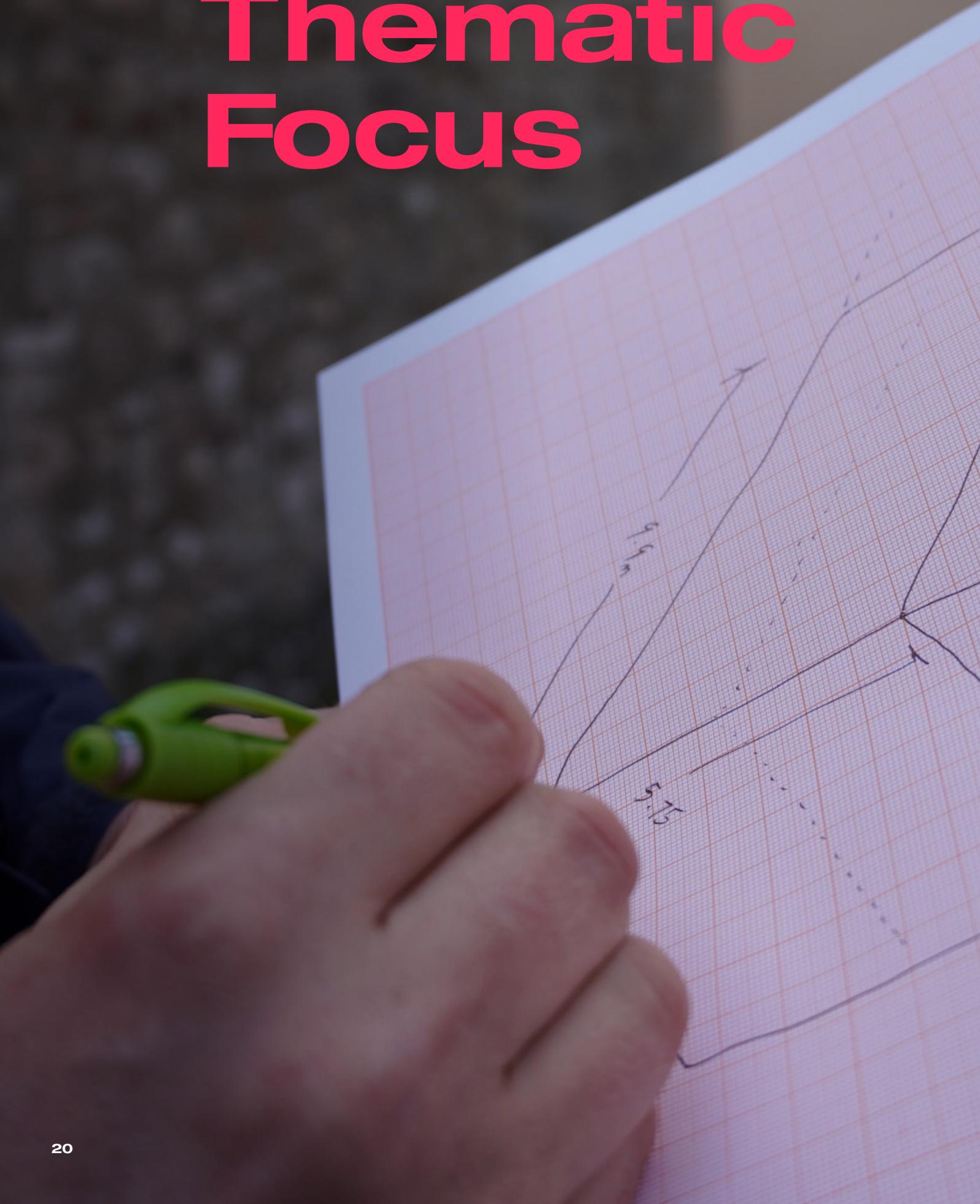
## **Regional Focus**

**Youth. Heritage. Africa.**  
**Latin America and the Caribbean**  
**Heritage Collections in Southeast Asia: CollAsia**  
**Conservation in the Arab Region: ICCROM-Sharjah**

## **Strengthening Awareness and Knowledge**

**ICCROM's Library**  
**ICCROM's Records and Archives**  
**Communications and Publications**

# Thematic Focus



# Disaster Resilient Heritage

## *Culture Cannot Wait*

When disasters strike, years of human achievement can be wiped away in a moment. In such crises, the affected people are anxious to salvage what is left of their personal belongings and their cultural heritage. At the same time, cultural heritage helps in reducing risks and promotes sustainable habitats.

ICCROM provides methodologies and tools for protecting cultural heritage before, during and after a disaster or conflict, through training and knowledge sharing across sectors and communities. Our First Aid and Resilience (FAR) initiatives enable cultural heritage professionals, emergency first responders, humanitarians and disaster risk reduction specialists, as well as communities, to work together to prevent damage to heritage. We do this because we believe that safeguarded cultural heritage helps build strong, sustainable, peaceful and resilient communities.

### The Aim

Integrate risk management for cultural heritage within international, national and local programmes for disaster risk reduction, climate change action and humanitarian assistance, in order to contribute to the resilience and well-being of people.

### Our Main Achievements

#### The 8<sup>th</sup> International First Aid to Cultural Heritage in Times of Crisis Course

11 November - 6 December 2019, Rome and Norcia, Italy

The course was organized in Rome and in the historic city of Norcia, badly damaged by a series of devastating earthquakes in 2016 and 2017. Italian National Fire Corps, Red Cross, Civil Protection and local community joined the course sessions to contribute to the learning and sharing of experiences. The training was further enriched by pre-and post-course mentoring online, spread over a period of 8 months. Post-training participants are now implementing 16 field projects in as many countries.

Activities in Brief	
Courses	Workshops
3	4
Emergency Simulation-Based Training	
4	
Field project	Promotional video on the First Aid Method
1	1
Translations of <i>Endangered Heritage: Emergency Evacuation of Heritage Collections</i>	
7	
People trained from 40 nationalities	
91	
Countries that hosted activities: Brazil, Georgia, Italy, Japan, Suriname, Turkey, United Arab Emirates, Viet Nam	
8	



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Photo: (Above) Participants of the simulation-based training for emergency actors in Poggioreale, Sicily, in July. © ICCROM and EU-Modex.  
(Right) Historic centre of Norcia, Italy. © ICCROM

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### **Emergency simulation-based training for emergency actors**

It was provided to European search and rescue teams in EU-Modex exercises, organized by the Italian Department of Civil Protection, on 15-17 March, 15-19 July and 8-10 October. This marked ICCROM's success in highlighting the need to integrate concerns for cultural heritage into international and national emergency management and humanitarian aid systems.

### **Cultural heritage in national civil protection response systems**

In a first of its kind initiative, ICCROM joined Italian Civil Protection, the French Ministry of Interior, Spanish Ministry of Culture and Sports and Turkish Disaster and Emergency Management Authority to develop a common methodology for emergency preparedness and response for cultural heritage and embed it into national civil protection response systems. This year long project is called PROCULTHER and is funded by European Civil Protection and Humanitarian Aid Operations. Find out more: [www.proculther.eu](http://www.proculther.eu)

**Translations** of the handbook on First Aid to Cultural Heritage were initiated in Spanish, Turkish and French, while the user-friendly guidelines on Endangered Heritage: Emergency Evacuation of Heritage Collections is now available in 7 languages including French and Portuguese.

### **Workshop on Post-Crisis Recovery of Historic Cities in the Arab Region** 24-28 February, Sharjah, United Arab Emirates

The workshop was an opportunity to examine challenges and tools, and to develop a framework to address capacity building needs.

It brought together specialists from international organizations as well as practitioners and academics of cultural heritage, social and economic development, humanitarian assistance, and conflict transformation and resilience.

### **INTERPOL Training Course on First Aid to Cultural Heritage for Preventing Illicit Trafficking in Times of Crisis**

8-19 December, Sharjah, United Arab Emirates

The course targeted 24 participants from special police units representing 20 countries around the world. It aimed at preventing the illicit trafficking of cultural heritage by raising the capacity of disaster response, and included themes such as situation analysis, salvage, triage, evacuation, setting up temporary storage and packaging damaged artefacts. The course was carried out in partnership with INTERPOL, and with the financial support of H.H. Sheikh Dr. Sultan bin Muhammad Al Qasimi, and the Swiss Government.

### **In the pipeline**

In 2020, activities will include:

- Self-help for search and rescue teams in collaboration with International Search and Rescue Advisory Group (INSARAG) and UNESCO
- Training and learning resources for humanitarians working in conflicts
- Publication on success stories and lessons learnt by cultural first aiders during post-training field projects
- Guidance and training on fire prevention



Photo: Simulation during the INTERPOL Training Course on First Aid to Cultural Heritage for Preventing Illicit Trafficking in Times of Crisis, in Sharjah, United Arab Emirates. © ICCROM



## How alumni turn training into action

Helen McCracken, a mentor for the FAC 19 international course, and graduate of FAC 2016 course, works for the New Zealand Government. In her role as Senior Policy Advisor, she has been actively engaged in informing national policy by organizing targeted activities on the idea of resilience in relation to cultural life and heritage. In 2018, as part of her work she co-organized a workshop with QuakeCoRE, Massey University, and the Wellington Region Emergency Management Office (WREMO). This workshop involved policy makers, iwi, researchers, emergency and cultural heritage professionals to explore cutting edge solutions for incorporating notions of resilience in New Zealand's national disaster risk management programme.

Spread over 100 countries, our alumni are actively engaged in making a difference at home, in various sectors, and on an international level.

## Engaging communities in reducing disaster risk: ICCROM field project in Georgia

Local communities possess valuable traditional knowledge that can be used for disaster risk reduction and coping with crises. Often times, traditional building techniques and indigenous early warning systems can prepare and protect communities from imminent hazards, and performances or ceremonies can provide psychological relief and a sense of continuity in the aftermath of a disaster.

This summer, ICCROM in collaboration with Blue Shield Georgia and the School of Civil and Building Engineering, University of Loughborough, UK, tested a participatory game in Racha, a culturally rich, but disaster-prone region of Georgia. Farmers, artisans, local government representatives, educators, and emergency management officials took part in this field test, helping to better understand what communities perceive as “heritage” and increasing our insight into how heritage helps build community resilience. The project was informed by recent advances in social sciences and resilience studies that emphasize human well-being as one of the key indicators of sustainable development.

The outcomes helped the local government and the community to prioritize heritage assets and enabled them to identify both capacities and vulnerabilities in relation to disaster risk in the region. On our part, it helped us refine techniques that will enable us to constantly improve and apply the participatory game elsewhere.



Photo: Participatory game tested in Racha, Georgia, to help local government and community prioritize heritage assets, and identify capacities and vulnerabilities. © ICCROM

## Our Partners

CRATerre; Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO); Federal Office of Foreign Affairs of the Swiss Government; Georgian National Committee for the Blue Shield; Government of Sharjah, United Arab Emirates; ICOMOS and its International Scientific Committee on Risk Preparedness (ICORP), including ICORP Turkey; Institute of Disaster Mitigation for Urban Cultural Heritage of Ritsumeikan University, Japan; INTERPOL; Italian Civil Protection; Italian National Fire Corps; Prince Claus Fund; School of Civil and Building Engineering, University of Loughborough, United Kingdom; Smithsonian Cultural Rescue Initiative; Spanish Ministry of Culture and Sport; Swedish Postcode Foundation; Turkish Disaster and Emergency Management Authority; Ufficio Speciale Ricostruzione – Umbria (USR-Umbria); UNESCO and its regional offices in Brazil and Viet Nam.

# Preventive Conservation

*55 000 museums worldwide, 50 000 storage rooms, trillions of objects waiting to be seen*

Photo: Storage area of the Palais d'Andafiavaratra of Madagascar. © ICCROM

Preventive conservation is defined as “all measures and actions aimed at avoiding and minimizing future deterioration or loss”<sup>1</sup> At ICCROM, preventive conservation activities in 2019 focused on the reorganization of museum storage spaces and collections, and preventive measures for the conservation of documentary heritage in archives. Around the world, museums, archives and libraries are struggling to look after their growing collections in storage and make them available for public benefit. ICCROM’s RE-ORG method addresses this critical issue and helps institutions, especially museums, regain control of their collections in storage.

## The Aim

Provide training and resources to maximize the potential of collections in storage, and empower our course participants to train others.

## RE-ORG spinoff workshops are taking place worldwide!

Mentor-led workshops took place in Belgium, Canada, Chile, France, Slovenia and online.

## Main Achievements

**The RE-ORG Method, a multi-volume kit**, is now available for free download in Italian and Arabic as of 2019. Other languages available are English, French, Spanish and Portuguese.

## Workshop on Conservation of Documentary Heritage

from 4 to 7 March in Sharjah, UAE, which was attended by professionals from the Arab region. Participants were introduced to the various types of documentary heritage, such as archives, and challenges related to their preservation.

## In the pipeline

**A RE-ORG coach’s manual** is being developed in collaboration with the Canadian Conservation Institute and the Belgian Royal Institute for Cultural Heritage, on how to plan and lead a workshop to implement a storage reorganization project.

**An international course in China**, where participants gained hands-on experience working with important archaeological objects from the Yungang Grottoes. Six storage rooms and more than 1 000 objects were reorganized.

**A workshop in India.** Thirteen curators from different museums of Gujarat participated in hands-on workshops and are now qualified to become mentors for future spinoff projects in the region.

Activities in Brief	
Training activities	Museum storages reorganized
6	5
Languages in which the RE-ORG method is now available	People trained from 22 nationalities
6	124
Countries that hosted activities: China, France, India, Madagascar, Spain, United Arab Emirates	
6	

<sup>1</sup> ICOM-CC, 2008, Resolution on a terminology for conservation (<http://www.icom-cc.org/242/#.XsuMw3vRZPY>) (Accessed: 25/05/2020)





# Heritage Science

## *STEAM\* powered for the 21st Century*

\* Science. Technology. Engineering. Arts. Mathematics.

*“Heritage science is the interdisciplinary domain of scientific study of heritage. Heritage science draws on diverse humanities, sciences and engineering disciplines. It focuses on enhancing the understanding, care and sustainable use of heritage so it can enrich people’s lives, both today and in the future.”<sup>2</sup>*

Heritage Science has an important role to play in the long-term sustainability of cultural heritage. It is about helping conservation professionals care for heritage by minimizing change and reducing risks, but it is also about maximizing the social and economic benefits of heritage for all people. An interdisciplinary approach drawing across sciences and humanities, harnessing social sciences and information technology, is key to fostering this effort. This past year we have continued our work to support the development of heritage science through the provision of scientific and technical advisory services, and through direct participation in research projects.

### The aim

Bring together multiple disciplines in both hard and soft sciences to enable heritage conservation to better serve societies and improve human well-being.

be of widespread benefit to Member States through the availability of new low-cost solutions and a decision support tool particularly suited to the needs of small to medium size museums.

### Our main achievements

**Engagement with the development of E-RIHS**, a new European infrastructure for heritage science. Bringing together a network of more than 100 institutions and facilities in 16 countries by linking up their laboratories and resources, E-RIHS will become the means by which access to resources, both physical and digital, will be shared between researchers in Europe and beyond.

### In the pipeline

Through the establishment of a Strategic Planning Unit at ICCROM, we will monitor research activity worldwide and share new scientific knowledge by tracking developments and highlighting key issues with the goal of improving the sector’s ability to address current needs and future challenges. We will also continue to provide technical advice to Member States.

### Our Partners

European Research Infrastructure for Heritage Science (E-RIHS). The APACHE project comprises a consortium of 23 partner institutions from 12 countries, coordinated by the National Research Council (CNR) of Italy.

**Participation in a new EU research project, APACHE**, which aims to develop next generation sensors and buffering materials for monitoring and controlling conditions in museum display cases, transport and storage crates. The results of this project will

## Activities in Brief

Think-tank and planning activities

14

Countries where activities took place: Belgium, France, Indonesia, Italy, Spain, Sweden, United Kingdom

7

<sup>2</sup> Heritage science, Wikipedia ([https://en.wikipedia.org/wiki/Heritage\\_science](https://en.wikipedia.org/wiki/Heritage_science)) (Accessed: 25/05/2020)

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Photo: Art bringing happiness to the streets of Paris. Image by cocoparisienne/Pixabay

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## Heritage and well-being: what constitutes a good life?

*“If we want to put people first, we have to know what matters to them, what improves their well-being” – Joseph E. Stiglitz*

Cultural heritage conservation is not just about the preservation of material things, but also the betterment of people’s lives and the environment. This implies a more proactive view of heritage as an instrument of positive change. It also reflects a wider geopolitical movement to promote sustainability and well-being.

Twenty-first century challenges are breaking down the belief that prosperity is synonymous with progress, and the global community is increasingly calling for a more meaningful and sustainable development model that better reflects human needs and aspirations, and promotes well-being. While often primarily associated with human health, well-being is in fact a far wider reaching concept that encompasses the many diverse factors that contribute to living a healthy, happy and sustainable life. Put simply, it is about holistically enabling people to meet their physical, mental, emotional, social, cultural, spiritual, environmental and economic needs. Within this, cultural heritage has an important role to play.

Culture is much more than just a recreational pastime. Rather, it is a way of life that links both livelihood and identity, and brings meaning and value in our lives. For this reason, the impact of culture and cultural heritage on well-being needs to be more clearly articulated and evidenced, so that it is recognized by decision makers, and used to shape better policies for better lives. This requires thinking about heritage, human development, and well-being differently.

As a first step in this reflection, ICCROM held a workshop on Heritage, Sustainability and Well-being in December 2019. Drawing together thinkers from well-being economics, social science, human rights legislation and heritage conservation practice, this event identified common language and concepts that can serve as a basis to support the recognition and sustainable use of heritage as a tool for well-being. Research is needed into the ways we draw out and evidence heritage benefits, and we will continue to progress this topic in the months to come.



# World Heritage Advisory Services

*Building capacity, providing  
technical and policy advice  
to the World Heritage  
Community*

Photos: Jaipur City, Rajasthan,  
India, inscribed on the World  
Heritage List in 2019. (Below)  
Image by Ibrahim Rifath/  
Unsplash.  
(Right) Image by Jeet Dhanoa/  
Unsplash

ICCROM has been serving as an Advisory Body to the World Heritage Convention since it was adopted in 1972. What this means is that we use the knowledge that has been built up within the World Heritage system over nearly 50 years, to help countries improve the conservation and management of their World Heritage properties, along with a wider range of sites. We do this by participating in statutory and expert meetings, designing capacity building activities and courses, providing desk reviews and inputs on case-specific and policy-related issues, and carrying out technical missions to properties. Our role within World Heritage enables us to keep an ear to the ground when it comes to conservation, information and training needs, which can be fed back into World Heritage as well as across our entire slate of activities.





Activities in Brief	
<b>Reactive monitoring missions to China, Ghana, Kenya, Nepal and Tanzania</b>	<b>Desk reviews of International Assistance Requests</b>
<b>5</b>	<b>6</b>
<b>World Heritage high level expert meetings</b>	<b>Statutory meetings for World Heritage Advisory Bodies</b>
<b>5</b>	<b>11</b>
<b>Capacity building activities conducted by partner institutions</b>	
<b>9</b>	

**The aim**

Leverage our knowledge and expertise to improve the conservation and management of World Heritage properties and beyond.

**How we work**

ICCROM is deeply committed to, and involved in, providing robust and sound advice to States Parties of the World Heritage Convention. This is done by undertaking missions and being involved in diverse statutory activities servicing the World Heritage community.

Through our involvement in the work of World Heritage, we learn from the practitioners in the field. We learn from the challenges through the different sites, and the innovative methods that are taken through the diverse actors involved.

In providing our services, we operate in full respect of the cultural diversity of each site and each country's

situation, and provide advice and guidance with long-term effects with full engagement of the people associated and connected with the site. The challenges that World Heritage properties face are all unique and specific, and we believe that those managing the site, caring for and cherishing it on a daily basis, are the experts who should be the focus of our capacity building. This people-centred approach is channelled through all of the work that we undertake as a World Heritage Advisory Body.

**Our partners**

African World Heritage Fund (AWHF); Arab Regional Centre for World Heritage (ARC-WH); ICOMOS; International Union for Conservation of Nature (IUCN); Lucio Costa Centre, Brazil; UNESCO World Heritage Centre; World Heritage Institute of Training and Research for the Asia and Pacific Region (WHITR-AP); Wildlife Institute of India (WII) UNESCO Category 2 Centre on World Natural Heritage Management and Training for Asia and the Pacific Region; Zacatecas Regional Institute for World Heritage.



# World Heritage Leadership

*Creating an environment for knowledge sharing and exchange between practitioners and the places they care for*

Jointly implemented by IUCN and ICCROM, the World Heritage Leadership Programme unites natural and cultural heritage conservation, improving care and management practices to both, within the framework of the World Heritage Convention. This ground-breaking programme focuses on building a common and coherent base for capacity building when it comes to World Heritage in various contexts around the world. It links diverse partners and institutions, working together to set standards for the conservation of sites, ensuring that heritage contributes to communities and sustainable development.

## Activities in Brief

International courses	Impact Assessment workshops
2	2
Management Effectiveness Assessment workshops	Coordination meetings for forthcoming manuals
2	5
People trained	Experts involved with programme advancements
100	50
Site Managers Forum during the annual World Heritage Committee meeting	Nationalities involved in the activities
1	30
Countries that hosted activities: Australia, Azerbaijan, Chile, Morocco, Norway, Republic of Korea, South Africa, Sri Lanka	
8	

### The aim

To build capacities for better management and adaptation to change; supporting heritage places and creating networks between sites and the people who care for them.

### Our main achievements

**Continuing work on the creation of resource material** and a platform for greater access to information and networks. This includes a Knowledge Framework for Managing World Heritage; revising the manual on resilience and heritage; and integrating and revising the Impact Assessment Guidance for World Heritage.

**The Site Managers Forum took place in conjunction with the 43rd World Heritage Committee** in Baku, Azerbaijan from 24 June to 4 July. Over 50 site managers from all over the world gathered to understand the responsibilities they share in managing World Heritage properties, learning about World Heritage procedures and methodologies of work. The Forum provides an annual platform for site managers to formulate strong networking connections with peers, and share their challenges and experiences for

better management of their sites. By participating, they also have the chance to take part in the international governance system of World Heritage by attending the World Heritage Committee meeting.

**People Nature Culture course, 20-30 November.** Working across multiple sites in Dambulla, Sri Lanka, the course addressed challenges of managing sites that have both strong natural and cultural features. The intertwining issues of tourism, development, risk management and conservation can only be addressed fully when collaborations happen across different public, private, religious, community stakeholders who can share the responsibilities effectively. Through real-life site management case studies, participants were able to learn more about the paradigm shift happening to align heritage conservation objectives with the Sustainable Development Goals, and actual measures for implementation.

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Photo: The Seaport City of Valparaíso, Chile, a World Heritage site.  
Image by Michelle Maria/Pixabay

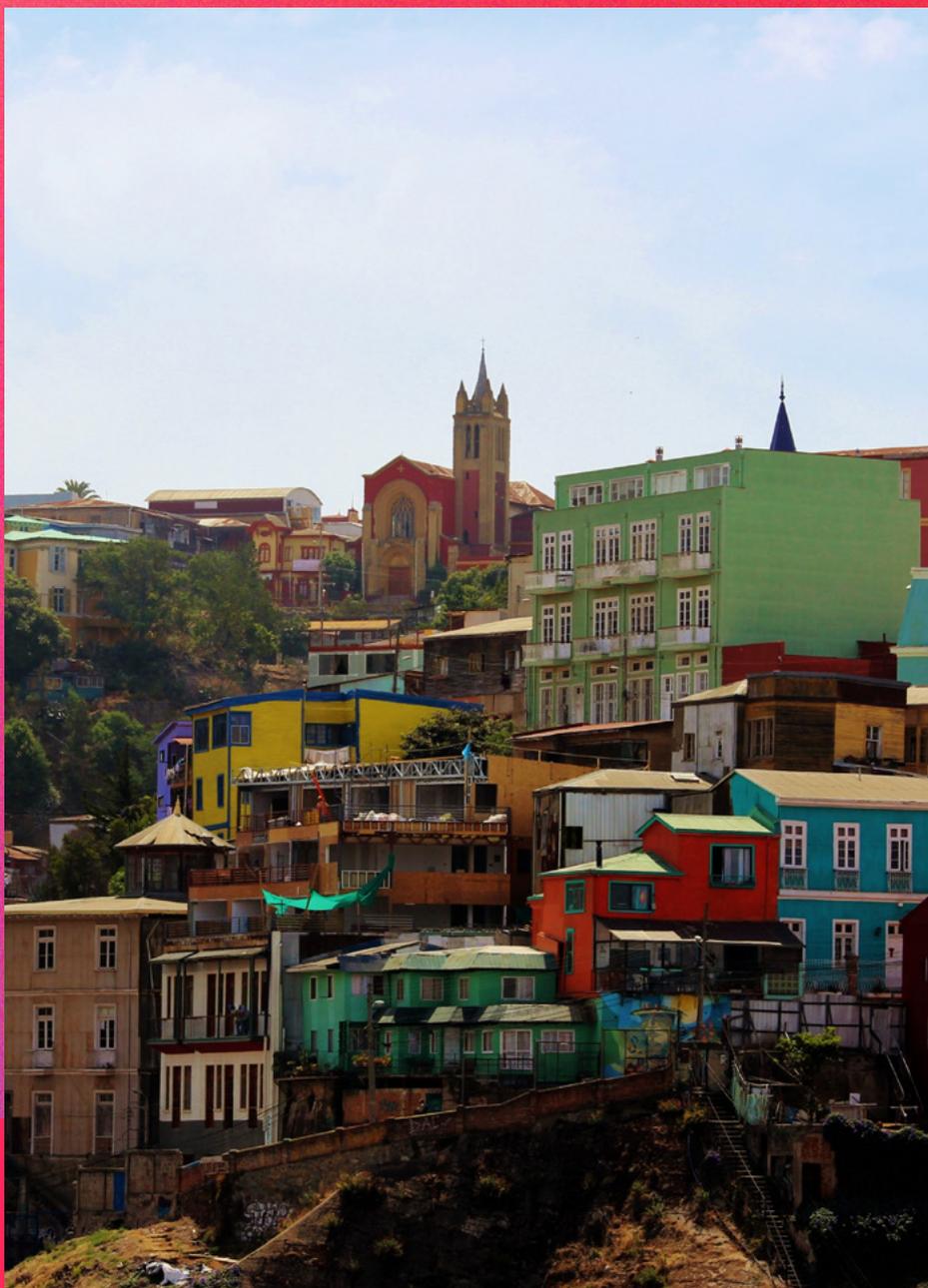
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## In the pipeline

The Knowledge Framework for managing World Heritage is being co-created and tested with partner institutions and site managers. This will be the foundation for a linked series of updated manuals on management, disaster risk preparedness and climate change adaptation, and impact assessment guidance. The Knowledge Framework for Managing World Heritage, set to launch in 2021, will provide the basics of understanding the heritage place and what is needed for its management across nature, culture and people.

## Our partners

Governments of Norway, the Republic of Korea and the Swiss Federation; ICOMOS; International Association for Impact Assessment; IUCN; UNESCO.



## Understanding the health of your heritage management system

Managing urban heritage in historic cities is not an easy task. Balancing the needs of heritage conservation and the livelihood of residents requires delicate decision-making with shared understanding between all those involved in site management. Sometimes what appears to be a budget issue may originate from a lack of strategy. Assessing the effectiveness of heritage management is as important as assessing the conservation state of the heritage, and can lead to proactive planning and preparedness.

Major heritage institutions and agencies took part in a management effectiveness assessment workshop for the site of Valparaíso, in Chile, from 27 to 30 May. The workshop enabled the site management team to understand their management system with a holistic overview rather than focusing on specific issues. The workshop helped to identify the existing gaps and challenges, and derive immediate and long-term actions for follow up. Taking a health check for site management makes future planning more focused and relevant!



Photo: Hands-on training during the Wooden Architecture Conservation and Restoration course on Kizhi Island, Russian Federation.  
© ICCROM

## Activities in Brief

Capacity building activities

**7**

People trained from 46 nationalities

**195**

Countries that hosted activities:  
Japan, Lebanon, Mexico, Russian Federation, Viet Nam

**5**



# Materials in Focus

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## *Conserving the matter of what matters*

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Our tangible heritage is made of an ever-increasing variety of materials, from primordial rocks to synthetic polymers. In order to ensure the accessibility and benefits of this heritage to present and future generations, its caretakers must be able to understand and manage change effectively in its constituent materials. Climate change and the pressing demand for more sustainable practices bring additional challenges to this complex task. ICCROM, together with longstanding partners, tackles this pivotal need in conservation by delivering meaningful knowledge and tools to heritage managers, scientists, and conservators around the world. In 2019, our training activities covered stone, wood, Japanese paper, mosaics, and audiovisual materials. Next year we will widen the focus to include non-conventional materials present in contemporary art.

### **The aim**

Provide ongoing updating of skills and knowledge in order to strengthen the role of heritage as a sustainable resource, in the spirit of cooperation with partners worldwide who enable this training to happen.

### **Our main achievements**

**MOSAICON Field School on Conservation of Mosaics In-Situ**, 25 March - 26 April in Byblos, Lebanon. ICCROM-Sharjah, together with partners, organized a five-week international training course for the conservation of in-situ mosaics. The training, which included government employees from Lebanon, Libya, Jordan and Palestine, was developed to enhance the capacity of national authorities responsible for the care of archaeological sites in the Middle East and North Africa.

**Wooden Architecture Conservation and Restoration**, 26 August - 14 September, in Kizhi Island and Petrozavodsk, Republic of Karelia, Russian Federation. The course included a dense schedule combining lectures and practical exercises in this exceptional setting known for its rich wooden cultural heritage. At the

World Heritage Site “Kizhi Pogost”, the participants got acquainted with the complex restoration project of the Church of the Transfiguration, having the chance to see the final stage of the restoration work with their own eyes.

**Conservation and Management of Wooden Structures**, 4 September - 3 October in Nara, Japan. The objectives of this regularly-held course are to provide participants with new knowledge and skills on the documentation and analysis of wooden structures; repair/restoration; principles and methodologies for their conservation; disasters and risks; growing professional networks.

**International Course on Conservation of Japanese Paper**, 9-27 September in Tokyo, Japan. Japanese paper is internationally recognized as a superior conservation material. It is also the support material used in Japanese artworks found in many collections worldwide. However, outside of Japan, it is difficult to gain in-depth, holistic knowledge and experience in traditional conservation techniques dealing with Japanese paper. The JPC course offers a unique opportunity for overseas professionals to bridge this gap.

**SOIMA - Sustaining Sound and Image Heritage: preserving memories, connecting communities**

took place between 12-25 October in Hanoi, Viet Nam. Held at the National Archives, this two-week field project combined hands-on training of 17 professionals and preparation of a preservation plan for the audiovisual collection of the Center III of the National Archive. During the project, a self-help video on how to store, document, prioritize as well as digitally preserve endangered sound and image records was prepared, which will now be disseminated widely through ICCROM and its partners.

**International Course on Paper Conservation in Latin America. Meeting East**

, from 30 October to 13 November in Mexico City, Mexico. Over the past 25 years, interest for Japanese paper conservation tradition has been growing within the Latin America paper conservation community, as well as in Portugal and Spain. This course builds bridges between Japanese and Western paper conservation traditions, applying where appropriate the Japanese approach, tools, materials and techniques to non-Japanese cultural heritage, with particular reference to Latin American paper-based cultural heritage.

**Criteria Evaluation Applied in Stone Conservation Treatments**

, 19-22 November in Mexico City, Mexico. Aimed at a wide variety of professionals who deal with the study and conservation of stone, this international seminar set out to do a critical analysis of the treatments and interventions carried out on stone objects throughout history, and it provided a forum for discussion on the criteria and guidelines for the conservation of heritage made out of stone.

**In the pipeline**

- Our regularly-held, material-based training will continue into next year, and we hope to encourage new courses and new partnerships in order to expand our offer.

- We will hold an advanced course on protective conservation measures for archaeological sites with mosaics: reburial and shelters.
- In the coming biennium, activities on how to sustain digital sound and image heritage (including imagery and documentation such as 3D laser scans) will be organized. The aim will be to meet the urgent need to preserve the cultural record of the 21st century.

**Our partners**

Agency for Cultural Affairs, Japan (Bunkacho); Asia-Pacific Cultural Centre for UNESCO (ACCU); Getty Conservation Institute; Getty Foundation; Institute of Aesthetic Research, National Autonomous University of Mexico (IIE-UNAM); International Committee for the Conservation of Mosaics (ICCM); Japanese Association for Conservation of Architectural Monuments (JACAM); Japan Consortium for International Cooperation in Cultural Heritage (JCIC-Heritage); Japanese National Commission for UNESCO; Kizhi Open Air Museum, Russian Federation; Nara City Government, Japan; Ministry of Culture of the Russian Federation; Nara Prefectural Government, Japan; National Archive of Viet Nam; National Research Institutes for Cultural Properties [Tokyo and Nara]; National Coordination of Cultural Heritage Conservation (CNCPC) - National Institute of Anthropology and History (INAH), Mexico; Petrozavodsk State University – UNESCO Chair on Wooden Architecture Research and Preservation, Russian Federation.





Photo: An exhibition within the Netherlands Institute of Sound and Vision. © ICCROM

## Unlocking the Potential of Sound and Image Collections

Recorded sound and images have captured our world, our lives and our imagination. These records connect people and contribute to creative economies. Yet contrary to common perception, not all content is readily usable. Technological obsolescence has made it imperative that content trapped in older formats is digitized but the time available for mass digitization is getting shorter day by day. Since 2006 ICCROM has been building a network for knowledge exchange to allow professionals who work on separate media types to cooperate with collectors and user communities in developing solutions for long-term preservation and creative use of sound and image heritage. The SOIMA (Sound and Image Collections Conservation) network today spans 126 diverse institutions, and consists of over 137 professionals from 63 countries. Seven international courses have been held in 8 countries.

Carolina Cappa is a SOIMA 2017 graduate, who is working with communities in Argentina to safeguard their endangered heritage and set up community-run archives. Participants are drawn from three main categories: 1) individuals or groups that have undocumented and endangered audiovisual collections of any type, format and volume; 2) individuals who are part of institutions that have audiovisual collections of any type (e.g. libraries, television channels, regional or community radios, universities, cultural centers, etc.); and 3) individuals without audiovisual collections but who are interested in the conservation of audiovisual works. Thanks to her SOIMA training, Carolina has subsequently used the tools and network to conduct training in her country and elsewhere in Latin America.<sup>3</sup>

<sup>3</sup> Follow Carolina and her work at <https://pequenosarchivosaudiovisuales.wordpress.com/> (Accessed: 25/05/2020)



# Regional Focus





After 10 years of closure, women of Nayala celebrate the reopening of the Darfur Museum in Sudan. © ICCROM, British Council-CPF and NCAM

## Youth. Heritage. Africa.

*Empowering youth to take heritage forward*

### Activities in Brief

Meeting for proposal development

Meeting in South Africa

**1**

**1**

Meeting of African university rectors

Participants in the meetings

**1**

**58**

Countries involved:

Algeria, Benin, Botswana, Burundi, Cameroon, Congo, Côte d'Ivoire, Egypt, Eritrea, Eswatini, Ethiopia, Kenya, Madagascar, Morocco, Mozambique, Namibia, Nigeria, Rwanda, Saudi Arabia, Senegal, South Africa, Sudan, Tanzania, Uganda, Zimbabwe

**25**

Countries that hosted activities:  
Italy and South Africa

**2**



Photo: Portrait of two sisters.  
Image by Jason Sackey/Pixabay



There is good reason to focus on African youth. Africa is home to the world's youngest and fastest-growing population. With 60% of the continent aged below 25, youth are also the most affected by unemployment and poverty. At the same time, the context is evolving fast: there is a growing network of African universities, of active civil society, and of vibrant tech ecosystems around the continent. Africa's youth combined with its rich heritage hold a great potential for social and economic development.

This year was one of planning for this new programme, which will launch in 2020.

### **The Aim**

Make Africa's heritage a source of benefit and development for its youth by focusing on innovative means of engagement with heritage and intergenerational exchange.

### **Our Main Achievements**

**Meeting for ICCROM Africa Programme Proposal Development.** Fifteen professionals from 15 institutions met at the Egyptian Academy of Rome in January to discuss how best to design an impactful programme that combines cultural heritage conservation with youth, socio-economic well-being and inclusive development. The three-day discussions led to definition of broad directions for a future Africa programme.

**Change the face of heritage and conservation in Africa.** A meeting held in Midrand, South Africa on 10-11 April was organized in partnership with the African World Heritage Fund (AWHF), to share experiences and recommendations for addressing the challenges of poverty alleviation, transforming heritage into an asset for economic development ensuring benefits for all, and expanding partnership base.

**Protecting African cultural and natural resources through prevention** was the theme of a meeting of African University Rectors in June, in the Italian city of Teramo. The time to change behaviours, mindsets and approaches is now. This was the spirit behind discussions that took place between a diverse

group of University Rectors and cultural heritage experts representing 19 different African countries. Participants agreed that the creation of policies, guidelines, learning curricula and realistic solutions must come *from Africa for Africa*. Main outcome involved signing of the Teramo Declaration, submitted to Italian Prime Minister Giuseppe Conte at the closing ceremony. A presentation was also made to the Italian Senate and distinguished Ambassadors from Africa. The conference proceedings will be published in the next year.

### **In the pipeline**

Launching of the programme and preparation of Heritage Hubs for creative exchange and idea incubation in Benin, Kenya and South Africa.

### **Our partners**

African Union; African World Heritage Fund (AWHF); Diocese of Teramo-Atri, Italy; Directorate General for Development Cooperation of the Italian Ministry of Foreign Affairs, Italy; Egyptian Academy of Rome, Italy; National Agency for the Promotion of Heritage and the Development of Tourism (ANPT), Benin; National Museums of Kenya (NMK); School of African Heritage (EPA), Benin; UNESCO; University of Cape Town (UCT), South Africa; University of Teramo, Italy.

# Latin America and the Caribbean

## Todos somos patrimonio

ICCROM is in the midst of planning and seeking funds for an eight-year programme (2020-2027) to address threats to Latin American and Caribbean heritage. These threats include climate change, natural hazards, mass tourism, rapid urbanization and a lack of professional capacity building opportunities. There is also an increasing need for coordination across sectors and of integration of heritage into political, economic and development agendas, with adequately funded long-term approaches and the involvement of communities. In order to face these challenges, the programme will draw from ICCROM's established experience and expertise on the management of cultural heritage, and will focus on disaster risk management, impact assessments, people-centred approaches and nature-culture linkages, as well as methodologies and tools for long-term planning.

Alongside these activities, we have developed and are implementing bilateral training activities that address technical topics, such as conservation of contemporary art collections, stone and paper (the last two are described in p. 36, Materials in Focus).

### The aim

Promote the integrated and sustainable management of heritage, paying particular attention to major region-specific issues of contemporary heritage and disaster risk management.

which is downloadable from our website.<sup>4</sup> This Declaration on fire risk reduction to cultural heritage contains recommendations for promoting more effective legislation and policies on fire risk to heritage assets. It also encourages greater research and the use of appropriate fire safety technologies, creating a fire prevention culture in heritage organizations, and raising awareness in society about this issue.

### Our main achievements

**Fire risk management for cultural heritage, an international seminar in Rio de Janeiro**, which took place on 26-28 June. Fire is a major hazard affecting cultural heritage assets around the world. This seminar addressed pressing issues, including state-of-the-art fire safety measures and the key role that decision makers must play in preventing disasters. The target audience was heritage managers and authorities, cultural first aiders, conservators, fire legislation specialists, fire engineers, fire chiefs, heritage risk assessors and insurance experts.

The result of the above meeting was the **Rio de Janeiro Declaration**,

### In the pipeline

- A survey on contemporary art collections in the LAC region.
- Based on the survey results for contemporary art collections, ICCROM will start to plan new capacity building activities to address the conservation restoration of non-conventional materials commonly found in that kind of heritage.
- The launch of the ICCROM website in Spanish in 2020.

Activities in Brief	
Capacity building activities	1
Countries involved: Brazil, Canada, Chile, Guatemala, Netherlands, Spain, Sweden, United Kingdom, United States	9
Countries that hosted activities: Brazil	1
Partners	8

<sup>4</sup> Download the Rio de Janeiro Declaration at <https://bit.ly/30q7SBC> (Accessed: 25/05/2020)



Photo: At the 2019 edition of the ARCO International Contemporary Art Fair. © ICCROM

### Our partners

Brazilian Institute of Museums; British Council; Cultural Heritage Institute of Spain (IPCE); ICOM Brazil; Museum of Natural History, Brazil; National Institute of Historical and Artistic Heritage (IPHAN), Brazil; Reina Sofía Museum, Madrid, Spain; UNESCO Office in Brazil.

# Heritage Collections in Southeast Asia: CollAsia

## *Promoting critical thinking and dialogue for collections*

Southeast Asia is home to some of the world's most incredible heritage collections. They bear testimony to the region's rich diversity and are a powerful resource for education, creativity, social coherence and well-being. Globalization, economic pressures, knowledge-based inequalities, climate change and disasters, however, challenge the realization of their full potential and their successful transmission to future generations. CollAsia addresses this issue through an innovative networking and capacity-building approach. Annual courses hosted by Member States in the region bring together key actors to exchange and build knowledge around relevant collection-related topics. In 2019, the focus was on *exhibitions*.

### **The aim**

Overcome language barriers and systematically promote communication, scientific literacy, critical thinking, traditional knowledge, community engagement, and the search for local and sustainable solutions.

### **Our main achievements**

**International course on Planning new exhibitions: conservation, communication, community.** Last October, heritage professionals came together in Vientiane at the Lao National Museum to share their knowledge and learn more. The key issues addressed in the course were conservation and access, building meaningful narratives, innovation, inclusivity, and sustainability. Exhibitions were considered from a people-centred perspective: who are the stakeholders and how can we engage and co-curate with them? Participants looked at different types of materials and objects in heritage collections, their vulnerabilities to agents of deterioration, and the risks they are exposed to when going on display. Above all, the course reflected critically on how to maximize the positive impact of exhibitions on our societies.

In connection with the course in Lao PDR, **CollAsia promoted community engagement** for the meaningful and sustainable use of heritage collections through exhibitions. Students from a local secondary school were invited to share their views and proposals for the contents, storyline, and presentation of permanent and temporary exhibitions to be installed at the new building of the Lao National Museum.

### **In the pipeline**

Preparation of a future CollAsia course on *First aid and resilience for cultural heritage in times of crisis*.

### **Our partners**

Cultural Heritage Administration of the Republic of Korea – CHA; Lao National Museum.





Photo: A CollAsia course participant. © ICCROM

### Activities in Brief

Capacity building activity

1

People trained from 17 nationalities

20

Hosting country: Lao People's Democratic Republic

1

## Dialogue in the Global South

In 2019, CollAsia continued to promote meaningful South-South dialogue through the participation of heritage professionals from other regions of the Global South in the Southeast Asian regional course. Three colleagues from Kenya, Uganda, and Zimbabwe joined us in Lao PDR this year to share their knowledge and experience in planning new exhibitions, thus creating synergies in tackling common conservation issues.

## Zero Waste approach

CollAsia innovated by adopting a “Zero Waste” approach during the preparation and implementation of the course. In line with the UN 2030 Sustainable Development Goal of *Responsible Consumption and Production* (SDG12), local organizers and participants were encouraged to make conscious choices, adapt and adjust their actions to reduce waste. Participants’ awareness of sustainability increased overall and prompted the progressive integration of the topic into the course activities and discussions.

# Conservation in the Arab Region: ICCROM-Sharjah

*Knowledge,  
the future of our heritage*

The Arab region contains an extraordinary wealth of monuments, archaeological sites and collections from the human past. However, the economic and social developments in the region over the last decades have inevitably led to increased pressure on resources, including cultural ones. Demand for land for housing and infrastructure projects, an increase in leisure tourism, as well as regional conflicts, have all combined to place an extraordinary burden on the people whose job it is to manage and protect this heritage. The most pressing obstacles to heritage preservation in the region include insufficient trained and qualified staff in addition to inadequate public support of the work of official heritage institutions. The ICCROM-Sharjah Regional Office in the United Arab Emirates seeks to address these shortcomings by supporting the safeguard of cultural heritage, its conservation, effective management, understanding and appreciation in the Arab region.

## The aim

Provide cultural heritage professionals with a wide range of skills and sound scientific and theoretical principles to conserve cultural heritage and promote its value to a broad diversity of audiences and stakeholders.

tracks: Management of Museums and Management of Cultural Heritage Sites.

**Regional Workshop on the Protection and Management of Maritime and Underwater Cultural Heritage.** In partnership with UNESCO and New York University of Abu Dhabi, ICCROM-Sharjah organized a Regional Workshop on the Protection and Management of Maritime and Underwater Cultural Heritage to support future development of relevant programmes in the Arab countries. The meeting concluded with recommendations in three areas: 1) encouraging preventive and procedural measures that fight illicit trafficking, and undertaking heritage environmental impact assessments to achieve sustainable development in coastal historical cities; 2) improving institutional capacities through education, university and training programmes; 3) developing institutional and legal frameworks, while aligning national laws with international conventions.

## Our main achievements

A joint **master programme with the University of Sharjah** addresses emerging conservation challenges in the Arab region, and integrated approaches to heritage management. ICCROM-Sharjah, with the University of Sharjah launched an inter-disciplinary MSc programme in “Conservation Management of Cultural Heritage” in the academic year of 2019-2020. This targets heritage professionals from a diversity of backgrounds in the region. It is unique in its interdisciplinary approach, delivery format, flexibility, regional focus, distinguished faculty, and links to the international heritage community. To address the needs of the region, the programme is delivered primarily in Arabic. It consists of two

### Activities in Brief

Activities held	People trained
14	200
Number of countries involved	
18 from the Arab region; 32 from other countries	50
Countries where activities took place	
Azerbaijan, Jordan, Lebanon, Morocco, Oman, Sudan, United Arab Emirates	7

Photo: Bait Sayyid Nadir bin Faisal in Muscat, Oman. One of the few surviving historical houses in the city, it was the focus of a project on conservation and adaptive reuse. © ICCROM and the National Museum of Oman



**Conservation and Rehabilitation Project of Bait Sayyid Nadir and Bait Sayyida Muzna.** Within the framework of a cooperation agreement between ICCROM and the National Museum of Oman for the conservation and rehabilitation of the Sayyid Nadir and Sayyida Muzna houses, an expert mission to Muscat was carried out to assess the structural conditions of both. ICCROM consultants performed several inspections and investigations while collecting all required information to acquire a comprehensive understanding of the architecture and structure of these traditional royal houses. Some structural works were identified in one of the houses and an urgent intervention was carried out. The team took necessary measures and set temporary consolidation in place until the restoration work could commence.

**Training workshops on “Enhancing World Heritage Management Skills for Heritage Professionals”** were organized by ICCROM-Sharjah in partnership with UNESCO-Beirut and the Directorate General of Antiquities (DGA) in Lebanon targeting managers, archaeologists and architects working for the DGA. The first workshop took place in Beirut in February while the second workshop in Sharjah took place in December. These workshops addressed various topics related to the sustainable management of World Heritage including value-based management, impact assessment and risk management.

**Training Course on Risk Management for World Heritage** organized by ICCROM-Sharjah in partnership with the Government of Sharjah from 13 to 17 January. The participants were mid-career

professionals responsible for the conservation and management of heritage in the Government of Sharjah. The course introduced the best tools available to manage risks facing cultural heritage sites in Sharjah.

#### **In the pipeline**

- Second intake of the Master programme starts in fall 2020.
- Funding by the British Council will finish at the end of February 2020 for the Western Sudan Community Museums, but the project has been secured through the Aliph Fund, with enough training and resources to keep going for at least five years.



## Western Sudan Community Museums

Three community museums of Western Sudan are the focus of a project that will empower them to provide for the educational and cultural needs of their communities, and by extension, other visitors and tourists. The project ensures that museum buildings and enclosures are protected and fit for purpose, their contents conserved and recorded, their displays attractive and engaging. The three museums will set standards of expectations and goals for government support, internal and external funders.

### Summary of achievements and impacts of the project:

- It is a landmark project for the Sudanese National Corporation of Antiquities and Museums (NCAM), and for cultural heritage protection in the country.
- The Khalifa House and the Sheikan Museum have achieved their project objectives. The Darfur Museum is within reach.
- We are building in potential for revenue generation through ticketing, cafes, retail outlets, craft production and venue hire.
- Doors were opened to the research community and better knowledge of the history and communities of the Western region.
- Widely presented and well received by the communities involved.
- The strategic hands-on workshops, team-working, open discussion, inclusive events and regular contact regenerated the museum staff teams.

## The power of partnership: the United Arab Emirates and their inestimable support for ICCROM

Safeguarding culture is a key mission of the United Arab Emirates, both locally and abroad, and the country is working extensively in the preservation of cultural heritage and the protection of culturally significant sites across the world.

In the same line, the UAE has chosen to offer gracious and continued support for ICCROM and its Sharjah-based Regional Office to protect the cultural heritage of the Arab region. This decision stems from the belief of the UAE in the unique and noble mission of ICCROM.

We are grateful to the UAE as it hosts our second and only office outside the headquarters in Rome, serving the Arab region while offering a global and inter-regional perspective. In recognition of the UAE's support and contributions to ICCROM, the UAE has been awarded a permanent membership with observer status on the ICCROM Council.

Photo: Our projects in Western Sudan exist to serve the local communities and contribute to their well-being. © ICCROM, British Council-CPF and NCAM



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Photo: Knights of the Taaisha tribe performing in the garden of the Darfur Museums. © ICCROM, British Council-CPF and NCAM

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### **Our partners**

American University of Sharjah, United Arab Emirates; Arab Administrative Development Organization of the League of Arab States (ARADO); Arab League Educational, Cultural and Scientific Organization (ALECSO); Arab Regional Centre for World Heritage (ARC-WH); Art Jameel Foundation, United Arab Emirates; AURAK - American University of Ras Al Khaimah, United Arab Emirates; British Council Cultural Protection Fund; Getty Conservation Institute, United States; ICOMOS; Islamic World Educational, Scientific and Cultural Organization (ICESCO); INTERPOL; Ministry of Culture and Knowledge Development of the United Arab Emirates; National Corporation for Antiquities and Museums (NCAM), Sudan; National Museum of Oman; New York University of Abu Dhabi, United Arab Emirates; Petra National Trust, Jordan; Sharjah Institute for Heritage, United Arab Emirates; Sharjah Museums Authority, United Arab Emirates; Swiss Federal Department of Foreign Affairs (FDFA), Switzerland; UNESCO; University of Cambridge (Centre for Heritage Studies, McDonald Institute for Archaeological Research), United Kingdom; University of Oxford (Endangered Archaeology of the Middle East and North Africa (EAMENA) Project), United Kingdom; University of Sharjah, United Arab Emirates.



# Strengthening Awareness and Knowledge



## ICCROM's Library

*Supporting a diversity  
of cultures by  
ensuring a diversity of  
resources*

Globalization is producing wider networks of professionals at an international level, but greater efforts are still needed to support the heritage community when it comes to scientific multilingual resources. We must continue to work towards solutions that will bridge the digital divide. To address this, the ICCROM Library is opening its collection to a broader international audience. In addition, we are increasing our electronic media offer, promoting especially open access publications. An internship partnership has been launched with the National Superior School of Information Science and Libraries (Enssib) in France which will enable emerging professionals to gain hands-experience, and we have activated a publications exchange with our library partners.

### Activities in Brief

Visitors

**1 039**

Document delivery  
requests served

**209**

Reference requests answered  
from 16 different countries

**48**



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The ICCROM Library reading room. © ICCROM

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## The aim

Meeting the needs of the heritage community by increasing our electronic collection, and expanding our partnerships within our Member States, in academia and in the heritage sector.

## Our main achievements

**Access to resources through Open Athens.** The Library is improving the outreach of its resources and services to heritage practitioners internationally. Procedures have been put into place to permit students of international courses all over the world to access the Library's electronic collections.

**Economic evaluation of the Library.** The Direction of the Italian National Library implemented an economic

evaluation of ICCROM's Library collection. A detailed report was produced confirming the high quality standards and economic value of the Library's collections. This translates to value for the professional community and reinforces our Library as one of the most pre-eminent conservation libraries in the world.

## In the pipeline

- Project on indexing open access literature. Following the pilot project with the Open Access journal CeroArt, the Library is working towards wider coverage of relevant open access titles in the catalogue database.
- Integrating the Library's services with programmatic activities and capacity building work.

## Our partners

**Operational partners:** Bibliographic Database of the Conservation Information Network (BCIN); Electronic Journals Library (EZB), University of Regensburg, Germany; International Institute for Conservation of Historic and Artistic Works (IIC), United Kingdom; National Superior School of Information Science and Libraries (Enssib), France; URBIIS Library Network, Rome, Italy.

**Publication exchange partners:** Abegg-Stiftung, Switzerland; Accademia Nazionale di San Luca, Italy; Agency for Cultural Affairs (Bunkacho), Japan; Amt der Niederösterreichischen Landesregierung, Austria; Asia-Pacific Cultural Centre for UNESCO (ACCU), Nara and Tokyo Offices, Japan; Canadian Conservation Institute (CCI) Library, Canada; Centro Conservazione e Restauro La Venaria Reale, Italy; Chinese Academy of Cultural Heritage (CACH), China; CRAterre (International Centre on Earthen Architecture), France; Dirección de Bibliotecas, Archivos y Museos, Centro Nacional de Conservación y Restauración (CNCR-DIBAM), Chile; Directorate for the Protection of Cultural Heritage, Croatia; Facultad Latinoamericana de Ciencias Sociales (FLACSO), Argentina; GCI Information Center, Getty Conservation Institute, United States; Hungarian Museum of Architecture and Monument Protection, Hungary; ICOMOS Documentation Centre, France; IIC Nordic Group; Indian National Trust for Art and Cultural Heritage (INTACH), India; International Council of Museums (ICOM), France; International Research Centre for Intangible Cultural Heritage in the Asia-Pacific Region, Japan; Institute for the Protection of Cultural Heritage of Slovenia (IPCHS), Ministry of Culture, Slovenia; Institut national du patrimoine (INP), France; Israel Antiquities Authority, Israel; Istituto centrale per il restauro e la conservazione del patrimonio archivistico e librario (ICRCPAL), Italy; Istituto Superiore per la Conservazione ed il Restauro (ISCR), Italy; Landesamt für Denkmalpflege Baden-Württemberg, Germany; National Archives of Estonia, Estonia; National Heritage Board of Poland, Poland; National School of Conservation, Restoration and Museography (ENCRyM), Mexico; Opificio delle Pietre Dure, Italy; Royal Institute for Cultural Heritage, Belgium; SEAMEO SPAFA (Southeast Asian Regional Centre for Archaeology and Fine Arts), Thailand; TAREA-UNSAM (Universidad Nacional de San Martín), Argentina; Tartu Art College, Estonia; The State Hermitage Museum, Russian Federation; Tokyo National Research Institute for Cultural Properties (TOBUNKEN), Japan.





# ICCROM's Records and Archives

*Everything is a record,  
and records are  
everywhere*

Digital transformation impacts every aspect of our lives, and of course has great effects on the records and archives field. The massive production of digital records and data, their analysis, processing and preservation through their life cycle, as well as the digitization of archives are current key challenges. To overcome them, ICCROM's Records and Archives Office has developed projects for personal data protection, as well as records digitization and preservation for the sake of producing knowledge resources.

## The aim

Ensure accountability and business continuity at ICCROM through effective records management, as well as strengthen dissemination and knowledge sharing through the archival processing, preservation and access of ICCROM's Archives and its cultural heritage collections.

internationally renowned mural painting conservators, Paolo and Laura Mora.

This ongoing project aims at making these valuable samples accessible and useful to a wide community of researchers. See the video on the project: "A glimpse inside the ICCROM Mora Sample Collection" on our YouTube Channel.<sup>5</sup>

## Our main achievements

**Personal data protection compliance project.** This is an ongoing project to be concluded in 2020, which foresees the development of policies and procedures for data protection, such as policy for the use of IT systems/devices and archives; data breach procedures; web privacy policy; social media policy; informative notices and consent mechanisms; and the identification of roles and responsibilities for data protection.

**The Mora Sample Collection Project: an online catalogue soon available on ICCROM's website!** The project consists of the reorganization, description and safeguard of approximately 1 200 material samples collected between the 1960s and 1980s from 35 countries, by the

## Meeting on Connecting Collections: Unlocking Value in Heritage

**Samples Archives.** On 13-14 June, ICCROM held a meeting in Rome to discuss and share with partners the challenges faced by cultural heritage material samples archives, such as physical safeguarding and access policies, documentation, metadata selection and interoperability, data access and sharing, and ethical and legal issues. Two main outputs were agreed in the meeting: to carry out a survey on existing material sample collections to identify institutions holdings these types of collections and to assess the state of the art; and to organize a workshop to bring people together to build consensus on how to tackle key issues to drive change. Follow-up actions are on-going.

<sup>5</sup> Video available at <https://youtu.be/l2walt5k04Y> (Accessed: 25/05/2020)

Photos: (Left) Fragments of a mural painting from the Mora Sample Collection. (Below) Our photographic archive. Both images © ICCROM

## In the pipeline

- International workshop on the preservation, access and use of cultural heritage material samples archives, to be held in 2021.
- Financial evaluation of ICCROM Archive by 2020. ICCROM, in conjunction with the firm AB-Archivbiblioteche Srl, is going to collaborate with a working group that has developed pioneering accounting criteria for the evaluation of heritage assets, including archives, to test that new experimental methodology. The working group, coordinated by the Research Division of the State General Accounting Department (Italian Ministry of Economy and Finance), in collaboration with the Department of Business Studies of “Roma Tre” University, is part of the European Public Sector Accounting Standards (EPSAS) working group, which in turn contributes to the International Public Sector Accounting Standards Board (IPSASB) Heritage project, aimed at establishing a methodology for cultural heritage assets accounting.

## Activities in Brief

Users from 20 different countries

Over **100**  
of which 52 external researchers

Partners involved in several archival and research projects

**5**

Meeting addressing heritage material samples archives

**1**

Articles on policies and standards for recordkeeping and digital preservation

**2**

Development of tools for effective records management, such as records security classification schedules and procedures to formalize decisions on records access

## Our partners

Getty Conservation Institute, United States; Hercules Laboratory, University of Évora, Portugal; National Gallery of London, United Kingdom; University of Applied Sciences and Arts of Southern Switzerland (SUPSI); Vatican Museums.



# Communications and Publications

*Connecting people, providing knowledge access, making the case for culture*

Communications covers a wide breadth of activities, including web and social media activities, media engagements, outreach events and publications. While on one hand we exist to serve the community of conservation professionals worldwide, our resources and wealth of knowledge available online is of great interest also to students and government bodies, from local to international levels. Our Member States consult our website and social media platforms to stay abreast of our activities and learn how to get involved. Meanwhile, our advocacy and outreach initiatives make the case for heritage preservation and those who serve to protect it.

## The aim

Engage the world by showcasing our vast wealth of knowledge resources and the delivery of services to our Member States.

16 posters representing 14 historic cities in 13 Member States from the Arab region.

**The 5th edition of the International Conference Protecting the Past (PtP)**, Agadir, Morocco. This four-day conference on People, Communities, Heritage brought together international stakeholders to share knowledge, confront pressing global heritage challenges, and explore new heritage protection opportunities in the Arab region. The conference was jointly organized by ICCROM-Sharjah, Oxford University (Endangered Archaeology in the Middle East and North Africa (EAMENA) Project), UK, and the Global Heritage Fund.

**Revisiting Authenticity in the Asian Context**, a new publication for free download. Authenticity is a nebulous term within the conservation profession. The concept has historically tended to privilege materials-based approaches to conservation practice over recognizing spiritual and non-material values of a place, however in recent decades this paradigm has changed and begun taking into account cultural diversity and non-Western values and viewpoints. This publication is the result of a Forum series organized by ICCROM together

## Our main achievements

**Exhibition “The Day After: Shadows of Heritage” in Amman, Jordan.** This is a photography exhibition depicting the destruction of significant historic buildings, structures and cities, previously jewels of heritage, now abandoned in ruins. It presents selected sites before and after conflicts and illustrates the extent of the damage. This was the 4th edition of a travelling exhibition, organized within the inaugural event of the Cultural Hub Bayt Yaish by ICCROM-Sharjah. The inaugural event was attended by number of royal princes and princesses, and the Jordanian Prime Minister.

**ICCROM side event at the 43rd UNESCO World Heritage Committee meeting**, 30 June – 10 July in Baku, Azerbaijan. The event featured ICCROM programmes and activities, and launched the ICCROM MEDINA program for historic cities in the Arab region, which will be operational in 2020-2021. It was followed by an exhibition of

Activities in Brief	
Publications downloaded	
17 426	
Publications, of which 5 are translations	Partners
6	5
Public lectures	Exhibitions and conferences
5	3
Number of web visits	
298 046	
Followers across our social media platforms (Facebook, Instagram, LinkedIn and Twitter)	
106 000	




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Photo: “The Day After: Shadows of Heritage” exhibition in Amman, Jordan. © Petra National Trust

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with, and thanks to the generosity of, the Cultural Heritage Administration of the Republic of Korea. It is the second instalment of a four-book series that covers some of the most pertinent topics in cultural heritage preservation and management in Asia.

**Translation efforts of our recent guidebooks** have led to our manual on evacuating collections in emergencies, *Endangered Heritage*, being available in Portuguese, our Guide to Risk Management in French, and the RE-ORG Method in Italian and Arabic. In addition, ICCROM-Sharjah concluded the process of translating the standard-setting charters in our profession (the “ICOMOS Charters”) into Arabic.

Towards the end of the year ICCROM’s communications were concentrated around the **31st General Assembly**. These efforts brought together both staff from the Rome Headquarter and the Sharjah Office to showcase our work and achievements of the last biennium, and our plans for the next. This involved a successful and thorough media campaign, a

web platform designed specifically for this event, a strong social media component, promotional material, a commemorative video celebrating ICCROM’s 60 years,<sup>6</sup> a presentation made by our young professionals on the first five years of the organization, and an Open House event in Rome where the office was converted into an interactive exhibition and evening event.

### **In the pipeline**

Reinvigorated social media and website, stimulating new thinking through campaigns and greater outreach.

### **Our partners**

Cultural Heritage Administration (CHA), Republic of Korea; Association of Italian World Heritage Assets, Italy; Group of Friends of the Portuguese National Coach Museum (GAMNAC), in collaboration with ICOM Portugal and ICOMOS Portugal; Canadian Conservation Institute; Egyptian Heritage Rescue Foundation.

<sup>6</sup> Video available at <https://www.iccrom.org/news/celebrating-iccroms-60-years> (Accessed: 25/05/2020)

01

JANUARY

**Training Course on Risk Management for World Heritage**

13-17 January 2019, Sharjah, United Arab Emirates

**Partner:** Government of Sharjah

**Regional Workshop on the Protection and Management of Maritime, Coastal and Underwater Cultural Heritage**

28-31 January 2019, Sharjah and Abu Dhabi, United Arab Emirates

**Partners:** UNESCO; New York University Abu Dhabi (NYU-Abu Dhabi)

03

MARCH

**Introductory Workshop on Conservation of Documentary Heritage**

4-7 March 2019, Sharjah, United Arab Emirates

**Partner:** Arab Administrative Development Organization of the League of Arab States

**Emergency Simulation-Based Training for Emergency Actors**

15-17 March 2019, Rome and Florence, Italy

**Partners:** International Search and Rescue Advisory Group (INSARAG) and Italian Civil Protection, Uffizi Gallery and EU-Modex Consortium

**Field School on Conservation of Mosaics In-Situ**

25 March - 26 April 2019, Byblos, Lebanon

**Partners:** Getty Conservation Institute; Getty Foundation; International Committee for the Conservation of Mosaics (ICCM)

**CARBICA XI Conference Archives at Risk: Preserving Caribbean Heritage**

28 March 2019, Paramaribo, Suriname

**Partner:** CARBICA - Caribbean Regional Branch of the International Council on Archives

**Enhancing World Heritage Management Skills for Heritage Professionals**

8-11 February 2019, Beirut, Lebanon

**Partners:** UNESCO Office in Beirut; Directorate General of Antiquities (DGA), Lebanon

**Sudan Community Museums**

10-21 February 2019, Khartoum, Sudan

**Partners:** British Council; Department for Digital, Culture, Media and Sport, UK; Mallinson Architects and Engineers, UK; National Corporation for Antiquities and Museums in Sudan (NCAM); Centre for Heritage Studies, McDonald Institute for Archaeological Research, University of Cambridge, UK

**Workshop on Post-Crisis Recovery of Historic Cities in the Arab Region**

24-28 February 2019, Sharjah, United Arab Emirates

02

FEBRUARY

05

MAY

**Workshop on Guidance on Impact Assessment for World Heritage, Annual Conference of the International Association for Impact Assessment (IAIA)**  
1-2 May 2019, Brisbane, Australia  
**Partners:** IUCN; ICOMOS; IAIA

**Workshop on Implementing the Enhancing our Heritage Management Effectiveness Assessment Toolkit**  
27-30 May 2019, Valparaíso, Chile  
**Partners:** IUCN, Ministry of Culture, Arts and Heritage of Chile

07

JULY

**Workshop on Developing Policies and Procedures for Disaster Risk Reduction of Cultural Heritage**  
8-13 July 2019, Hanoi, Viet Nam  
**Partners:** UNESCO; Ministry of Culture, Sports and Tourism, Viet Nam

**Emergency Simulation-Based Training for Emergency Actors**  
15-19 July 2019, Poggioreale, Italy  
**Partners:** ICOMOS-ICORP Turkey; the Italian Civil Protection Department for Cultural Heritage and the EU-Modex Consortium

**FAC 2019 - Field Project Training in Georgia Community Centred Tools for Sustaining Cultural Heritage and Building Disaster Resilience Field Project**  
28 July - 3 August 2019, Racha-Lechkhumi and Lower Svaneti, Georgia  
**Partner:** Georgian National Committee of the Blue Shield

**Emergency assistance for providing first aid to the collection of Sheikan Museum**  
7-9 April 2019, El Obeid and Khartoum, Sudan  
**Partners:** National Corporation for Antiquities and Museums in Sudan (NCAM); Mallinson Architects and Engineers, UK; Prince Claus Fund

**RE-ORG Madagascar**, 11-21 June 2019, Antananarivo, Madagascar  
**Partners:** UNESCO; Ministry of Communication and Culture of Madagascar; Government of Japan

**Inter-Agency Coordination and Cooperation for Disaster Resilient Heritage**, 25 June 2019, Rio de Janeiro, Brazil  
**Partners:** Brazilian Institute of Museums, Ministry of Tourism (IBRAM); ICOM Brazil; British Council and National Institute of Historical and Artistic Heritage (IPHAN), Brazil

**Fire risk management for cultural heritage International Seminar Rio de Janeiro**, 26-28 June 2019, Rio de Janeiro, Brazil  
**Partners:** Brazilian Institute of Museums, Ministry of Tourism (IBRAM); ICOM Brazil; British Council; UNESCO Office in Brazil; National Institute of Historical and Artistic Heritage (IPHAN), Brazil; Ministry of Citizenship, Brazil; Museu Nacional Vive Project, Brazil; Swedish National Heritage Board; Government of Canada; US Embassy in Brazil

**World Heritage Site Managers Forum**, 26 June - 4 July 2019, Baku, Azerbaijan  
**Partners:** UNESCO; IUCN; ICOMOS; Ministry of Culture Azerbaijan, Icherisheher

04

APRIL

06

JUNE

08

## AUGUST

### **RE-ORG India - Becoming a RE-ORG coach!**

5-17 August 2019, Vadadora (Baroda), Gujarat, India

**Partners:** Indira Gandhi National Centre for the Arts (IGNCA); Directorate of Archaeology and Museums, Gujarat

### **Wooden Architecture Conservation and Restoration**

26 August - 14 September 2019, Kizhi Island and Petrozavodsk, Republic of Karelia, Russian Federation

**Partners:** Kizhi Open Air Museum; Petrozavodsk State University, UNESCO Chair on Wooden Architecture Research and Preservation; Ministry of Culture of the Russian Federation

### **Training Workshop on Heritage Impact Assessment, Korea**

28-30 August 2019, Seoul, Republic of Korea

**Partner:** Korean Cultural Heritage Administration (CHA)

### **Simulation-Based Training - GEA Search and Rescue Annual Exercise**

29 August - 2 September 2019, Ankara, Turkey

**Partners:** ICORP Turkey and GEA Search and Rescue

### **Conservation and Management of Wooden Structures**

4 September - 3 October 2019, Nara, Japan

**Partners:** Agency for Cultural Affairs, Japan (Bunkacho); Asia-Pacific Cultural Centre for UNESCO (ACCU); National Research Institute for Cultural Properties [Tokyo and Nara]; Japanese Association for Conservation of Architectural Monuments (JACAM); Japan Consortium for International Cooperation in Cultural Heritage (JCIC-Heritage); Japanese National Commission for UNESCO; Nara Prefectural Government; Nara City Government

### **International Summer School on Communication and Teaching Skills in Conservation and Science**

9-20 September 2019, Arita Town, Saga, Japan

**Partners:** Saga University; Athabasca University (Canada's Open Online University)

### **International Course on Conservation of Japanese Paper**

9-27 September 2019, Tokyo, Japan

**Partner:** Tokyo National Research Institute for Cultural Properties

### **Disaster Risk Management of Cultural Heritage**

9-30 September 2019, Kyoto, Japan

**Partners:** Institute of Disaster Mitigation for Urban Cultural Heritage Ritsumeikan University; UNESCO; ICOMOS/ICORP; ICOM

### **RE-ORG China**

16-26 September 2019, Datong City, China

**Partners:** China National Cultural Heritage Administration (NCHA); Chinese Academy of Cultural Heritage (CACH); Yungang Grottoes Museum; Yungang Grottoes Research Institute; Datong Municipal Bureau of Culture Relics; Shanxi Culture Relics Bureau, China

### **Workshops on Museums Exhibition Design**

23-26 September 2019, Sharjah, United Arab Emirates

**Partners:** Government of Sharjah; British Council; Department for Digital, Culture, Media and Sport, UK; National Corporation for Antiquities and Museums in Sudan (NCAM); Centre for Heritage Studies, McDonald Institute for Archaeological Research, University of Cambridge; Mallinson Architects and Engineers, UK

### **Nature-Culture Linkages in Heritage Conservation in Asia-Pacific**

24 September - 4 October 2019, Tsukuba, Japan

**Partners:** UNESCO Chair on Nature-Culture Linkages in Heritage Conservation at the University of Tsukuba; UNESCO World Heritage Centre; IUCN; ICOMOS

09

## SEPTEMBER

# 10

## OCTOBER

**International Course on Planning new exhibitions: conservation, communication, community (CollAsia)**

2-23 October 2019, Vientiane, Lao PDR

**Partners:** Lao National Museum; Korean Cultural Heritage Administration (CHA)

**Simulation-Based Training for Emergency Actors**

8-10 October 2019, Rome and Florence, Italy

**Partners:** International Search and Rescue Advisory Group (INSARAG) and Italian Civil Protection, Uffizi Gallery and EU-Modex Consortium

**SOIMA - Sustaining Sound and Image Heritage**

12-25 October 2019, Hanoi, Viet Nam

**Partner:** National Archive of Viet Nam

**RE-ORG France**

14-18 October / 4-8 November 2019, Normandie, France

**Partner:** Institut national du patrimoine (INP)

**International Course on Paper Conservation in Latin America. Meeting East**

30 October - 13 November 2019, Mexico City, Mexico

**Partners:** National Coordination of Cultural Heritage Conservation – National Institute of Anthropology and History (CNCPC-INAH); Tokyo National Research Institute for Cultural Properties

# 12

## DECEMBER

**INTERPOL Training Course on First Aid to Cultural Heritage for Preventing Illicit Trafficking in Times of Crisis**

8-19 December 2019, Sharjah, United Arab Emirates

**Partners:** International Criminal Police Organization (INTERPOL); Government of Sharjah; Swiss Federal Office of Culture

**Enhancing World Heritage Management Skills for Heritage Professionals**

13-15 December 2019, Sharjah

**Partners:** UNESCO Office in Beirut; Directorate General of Antiquities (DGA), Lebanon

**International First Aid to Cultural Heritage in Times of Crisis Course (FAC)**

11 November - 6 December 2019, Rome and Norcia, Italy

**Partners:** Swedish Postcode Foundation (SPF); Smithsonian Cultural Rescue Initiative (SCRI); Prince Claus Fund; UN Office for the Coordination of Humanitarian Affairs (UNOCHA); ICOM-ICORP; Italian Civil Protection Department; Italian Ministry for Cultural Heritage and Activities and for Tourism (MiBACT); Italian National Fire Corps; CC-TPC Carabinieri Command for the Protection of Cultural Property, Italy; Italian Red Cross (CRI); Municipality of Norcia; Special Reconstruction Office Umbria, Italy

**Architectural Documentation for Traditional Buildings**

18-21 November 2019, Ras Al Khaimah, United Arab Emirates

**Partner:** American University of Ras Al Khaimah (AURAK)

**Criteria Evaluation Applied in Stone Conservation Treatments**

19-22 November 2019, Mexico City, Mexico

**Partners:** Institute of Aesthetic Research, National Autonomous University of Mexico (IIE-UNAM); National Coordination of Cultural Heritage Conservation – National Institute of Anthropology and History (CNCPC-INAH)

**Asian Regional Course on Promoting People-Centred Approaches to Conservation of Nature and Culture**

20-30 November 2019, Dambulla Area, Sri Lanka

**Partners:** IUCN; Sri Lankan Department of Archaeology; Sri Lankan Central Cultural Fund; Cultural Heritage Administration of Korea; Norwegian Ministry of Climate and Environment; ICOMOS; UNESCO World Heritage Centre

# 11

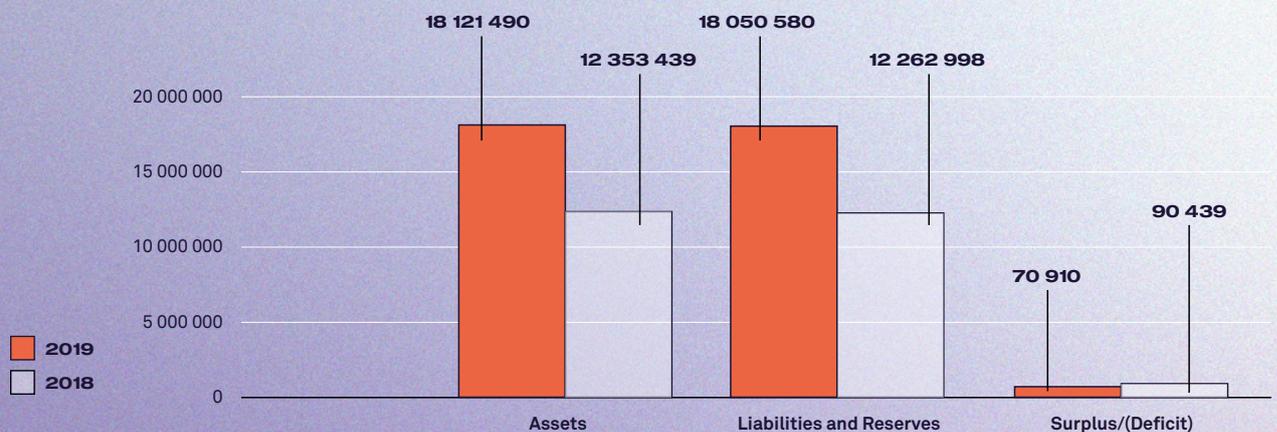
## NOVEMBER

# Financials

## General Recap

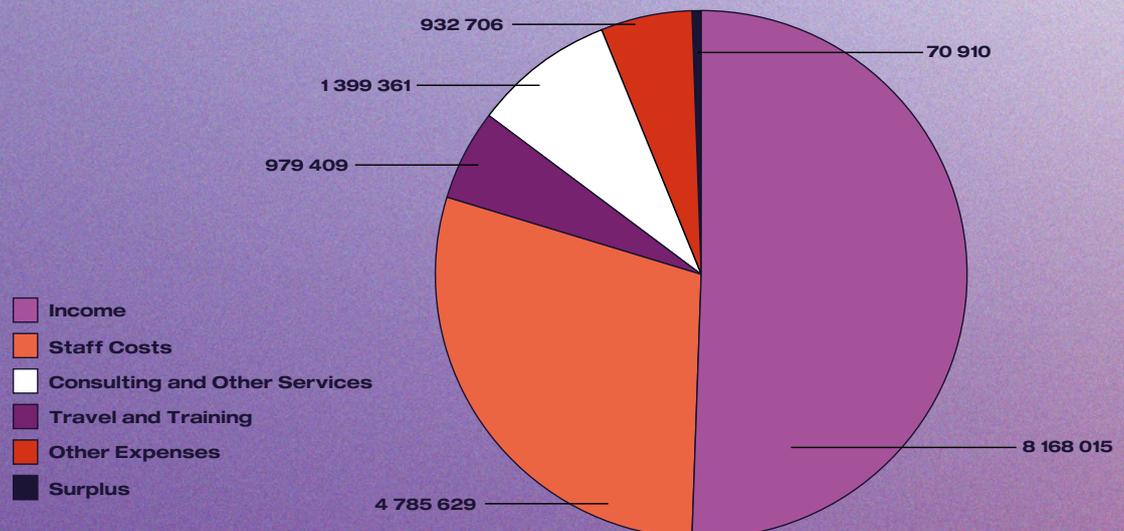
### Balance Sheet

Comparison  
2018-2019



### Income/Expenditures

2019

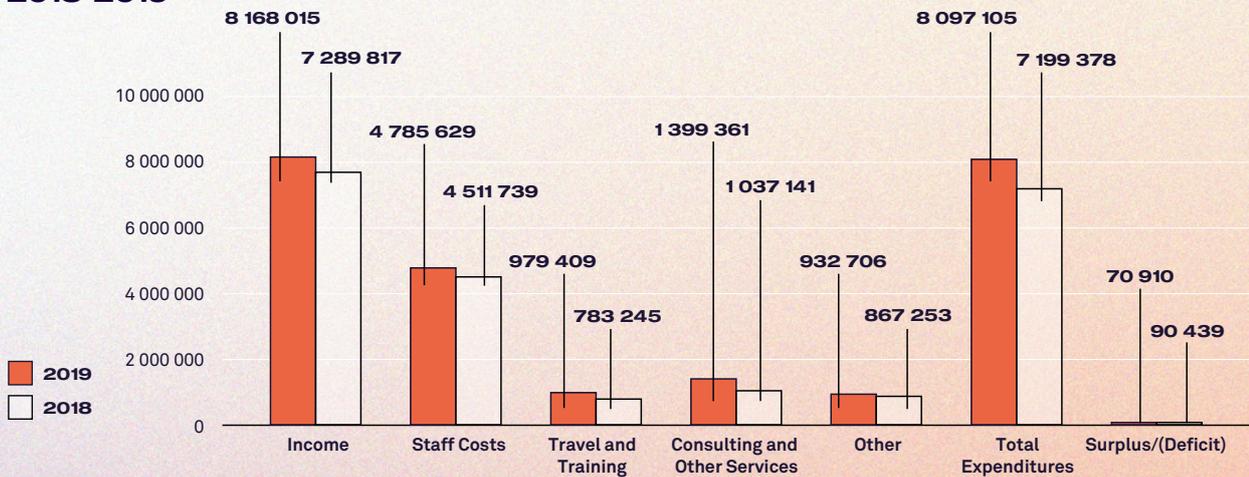


The information presented is drawn from ICCROM financial statements, which are undergoing auditing by PricewaterhouseCoopers SpA. Detailed financial information is available on the ICCROM website.

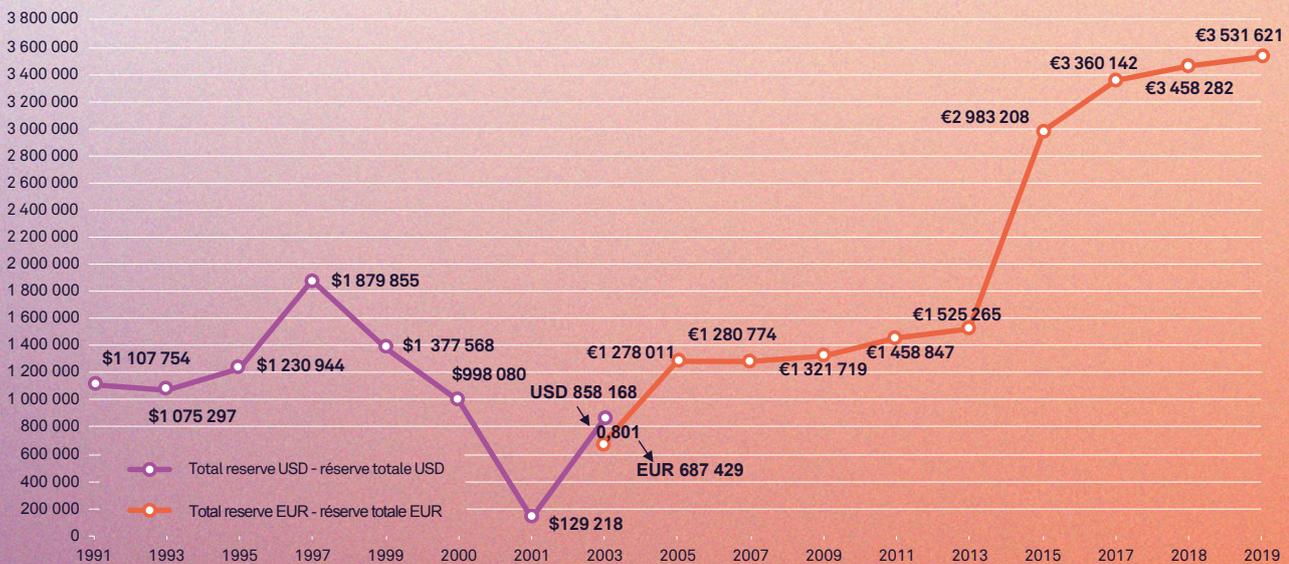


## Income/Expenditures

### Comparison 2018-2019



## Reserves Status



# Our Team



## Staff

### Office of the Director-General

- Webber Ndoro, *Director-General*
- Maria Teresa Jaquinta, *Liaison Officer, Cooperation with Italy*
- Tea Franich, *Partnerships and Resource Mobilization Specialist (until September 2019)*
- Pilar House, *Personal Assistant to the Director-General*
- Alice Iemali, *Clerk*

### Management and Administration

- Sophy Janowski, *Chief Management Officer (until December 2019)*
- Maurizio Moriconi, *Head of Accountancy*
- Anna Berardino, *Accounting Clerk*
- Cristina Parrini, *Accounting Clerk*
- Pascale Retailleau, *Assistant, Administrative and Human Resources*
- Roberto Nahum, *Information System Administrator*
- M. Anna Stewart, *Coordinator, Fellowships and Internships*
- Giuseppe Cioffi, *Head of Logistics*
- Dilum Chaminda Nanayakkara, *Clerk, Driver, Logistics Office*
- Marco Carra, *Help Desk Clerk*

### Sites Unit

- Joseph King, *Unit Director*
- Eugene Jo, *World Heritage Leadership Programme Coordinator*
- Valérie Magar, *Project Manager - Conservation of Immovable Cultural Heritage*
- Fujio Ichihara, *Project Manager (Seconded, Japan)*
- Elena Incerti Medici, *Senior Administrative Assistant*
- Elisa Ortiz, *Administrative Assistant*

#### **Collections Unit**

- Catherine Antomarchi, *Unit Director (until December 2019)*
- José Luiz Pedersoli, *Project Manager, Conservation of Collections*
- Aparna Tandon, *Project Manager*
- Alison Heritage, *Heritage Science Officer*
- Shan Wang, *Project Associate (Seconded, China) (until March 2019)*
- Isabelle d'Ailhaud de Brisis, *Administrative Assistant*
- Isabelle Verger, *Administrative Assistant*

#### **Knowledge and Communications Services**

- Paul Arenson, *Manager, Knowledge and Communication Services*
- María Mata Caravaca, *Archivist*
- Jennifer Copithorne, *Communications Officer, Publications*
- Chadi Abi Faraj, *Communications Officer, Web*
- Cécile Gallon, *Periodicals Librarian*
- Daniela Sauer, *Librarian, Conservation Specialist*
- Anait Abramyan, *Library and Document and Delivery Clerk*
- Sabina Giuriati, *Information Systems Clerk*
- Rahel Wolde Mikael, *Administrative Assistant*

#### **ICCROM-Sharjah Regional Office (Sharjah, United Arab Emirates)**

- Zaki Aslan, *Regional Representative and Director of ICCROM-Sharjah Regional Office*
- Mahil Al-Yafeai, *Operations Officer*
- Rohit Jigyasu, *Programme Officer*
- Abdullah Halawa, *Project Associate – Thematic Studies*
- Ghada Chater, *Project Associate, Communication and Publications*
- Anwar Sabik, *Project Associate – Field Projects*
- Shireen Sahouri, *Project Associate – Continuing Education*
- Lama Said, *Project Associate, Higher Education and Training*
- Maher Awad, *Administrative Assistant, Programmes*
- Fatemeh WatanDoost, *Assistant to the Regional Representative/Director*
- Shahul Hameed Nalakath, *Driver and Logistics Clerk*



## **Special Advisors to the Director-General**

- George Abungu**, Kenya
- Manal Ataya**, United Arab Emirates
- Francesco Bandarin**, Italy
- Stefano De Caro**, Italy
- Paolo Giorgio Ferri**, Italy
- Alain Godonou**, Benin
- Gaël de Guichen**, France
- Nobuko Inaba**, Japan
- Jukka Jokilehto**, Finland
- Marisa Laurenzi Tabasso**, Italy
- Isabel Rigol Savio**, Cuba
- Gamini Wijesuriya**, Sri Lanka
- Silvio Zancheti**, Brazil

## INTERNS

Thamida Afroze (Bangladesh), 29 April to 23 May.  
Project: develop the programme and annotated bibliography for the 2019 CollAsia course (Lao PDR).

Camille Antarieu (France), 7 January to 29 March.  
Project: development of didactic material for a RE-ORG course in Madagascar.

Bashobi Banerjee (India), 2 September to 29 November.  
Project: General Assembly preparation and communications workflow.

**As a World Heritage student, the invaluable exchanges of ideas and perspectives with the heritage experts from around the world that I encountered at ICCROM, proved to be enlightening throughout my stay in Rome. ICCROM has a wonderful employee culture; everyone makes you feel welcome and tries their best to help you succeed. The internship program provides a great opportunity to students to work close with the dedicated experts in heritage conservation and awareness programs. Interning at ICCROM was one of the most value creating opportunities that I got as an international student and as a future heritage professional.**

Flavia Bottoni (Italy), 4 March to 31 May.  
Project: assistance in archival processing and preservation of records.

**My work focused on the organization of ICCROM's archival heritage and the planning of strategies to improve the awareness of its existence to potential users, including international researchers. I particularly enjoyed working here, not only for the stimulating work environment, but also because I had the chance to manage a variety of documentation, from paper records and drawings, to photos and even rock samples of great historical interest.**

Nicolas Bru (France - Institutional internship of the Institut national du patrimoine), 11 February to 29 March.  
Project: review of manual on management for World Heritage Sites.

Sonia Caliaro (Italy), 7 January to 28 June.  
Project: review the Italian translation of the RE-ORG workbook.

Romana Delaporte (Netherlands), 1 April to 31 July.  
Project: contribute to new learning packages on community based disaster risk management and heritage for peace and resilience for the FAC 2019 course.

Lynn Edwards (United Kingdom), 1 October to 20 December.  
Project: contribute to the development of teaching and learning materials for the programme on First Aid to Cultural Heritage in Times of Crisis.

Lily Hasbani (Syria), 2 September to 29 November.  
Project: preparation of capacity building materials for the World Heritage Leadership Programme.

Courtney Hotchkiss (United States), 15 April to 12 July.  
Project: assistance in communications activities including the preparation of the Annual Report 2018.

Emily Keppel (Australia), 1 April to 28 June.

Project: assistance in the development of the CollAsia 2019 Programme.

Kyoko Kiriya (Japan), 7 January to 29 March.

Project: review and assessment of the content of the Courses on Conservation of Built Heritage and analysis of keywords and case studies presented by resource persons in the courses of the World Heritage Leadership Programme.

Natalie Lawler (United States), 4 March to 22 May.

Project: development and implementation of a regional needs assessment survey for contemporary art in Latin America and the Caribbean.

Kristin Lochner (United States - through a partnership with the American University of Rome), 10 June to 12 July.

Project: research and planning for a strategic resource mobilization meeting for SOIMA.

Alessandra Macedonio De Carvalho (Brazil/Italy), 2 May to 7 August.

Project: contribute to the development of teaching and learning materials for the programme on First Aid to Cultural Heritage in Times of Crisis.

Avenir Geradine Meikengang (Cameroon), 15 July to 11 October.

Project: develop information sheets to assist in developing country profiles for African cultural heritage.

Ambre Tissot (France), 15 April to 31 August.

Project: assessment of integration of the UN Agenda 2030 (SDGs), within cultural heritage policy and legislature.

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Photo: Felipe Echeverri Velasco  
and Bashobi Banerjee at the  
2019 General Assembly.  
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## Research Fellows

Lucía López Pelín D'olhaberrague (Spain), 21 January to 22 February.  
Research Title: Field conservation techniques for prehistoric artifacts.  
Affiliation: Institut Català de Paleocologia Humana i Evolució Social (IPHES) - Tarragona.

Erin Seekamp (United States), 4 February to 28 June.  
Research Title: Transparent prioritization of cultural resources and adaptation optimization to inform heritage planning and decision-making in a changing climate.  
Affiliation: Department of Parks, Recreation and Tourism Management, North Carolina State University.

James Wheeler (Australia), 30 October to 26 November.  
Research Title: Off with the faeries - applying cultural values mapping approaches developed in indigenous cultural heritage to new areas of heritage practice.  
Affiliation: Extent Heritage Pty Ltd, Coburg, Victoria, Australia.

## Programme Contributors

Jui Ambani, First Aid and Resilience.

Isabel Arocena Loureda, Conservation of Built Heritage Course.

Mohona Chakraborty, First Aid and Resilience.

Sarah Court, World Heritage Leadership - Impact Assessment.

Felipe Echeverri Velasco, World Heritage Leadership - People, Nature, Culture Course.

Lucía Estepa Nieto, Programme for Latin America and the Caribbean.

Milene Gil, Mora Sample Collection Project.

Yasmin Hashem, First Aid and Resilience.

Theocharis Katrakazis, Field Schools (Mosaics) and MSc university programme, ICCROM-Sharjah.

Rim Kelouaze, Youth. Heritage. Africa. Programme.

Jane Thompson, World Heritage Leadership - Heritage Management Knowledge Framework.



Photo: Twyfelfontein rock engravings, Namibia by jbdodane (CC BY-NC 2.0)/Flickr



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On the cover: Detail of a bas-relief in the Palenque  
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