

## Secretary General's report

### Introduction

The bulk of the Secretary General's work has been devoted to organized statutory meetings of the bureau and Board, organized meetings with national committees, following up the implementation of the Board's decisions, and following up the execution of resolutions.

Furthermore, other activities involved the follow up of task groups, re-organizing initiatives, fundraising, heritage alerts, and identifying new collaborations with other important international organizations worldwide (e.g. Global Heritage Fund, World Monuments Fund, British Council, Our World Heritage, and Aga Khan Cultural Trust among others) and significantly support the president's decisions.

During the annual Advisory Committee, the Secretary-General reported in 2022 on two matters according to Article 57-8 of the Rules of Procedure and Article 10-d-8 of the ICOMOS Statutes: progress on implementing the resolutions of previous General Assemblies and (on behalf of the Board) progress on implementation of the Policy on Cultural Diversity and Multilingualism. This report can be found at the fall meetings of 2022.

In addition, appendix 1 of this report underlines key achievements of the SG during his tenure at ICOMOS. It also underlines ICOMOS response to various critical issues, such as threats from conflict, the COVID pandemic impact and essential governance issues.

### Organized meetings

During the tenure as secretary-general, with the assistance of the president and the secretariat, twenty-five statutory meetings of the bureau and the Board have been organized (December 2020, January 2021, March 2021, June 2021, September 2021, October 2021, December 2021, January 2022, March 2022, June 2022, September 2022, January 2023, March 2023, and June 2023, also September 2023 in planning currently), this is an unprecedented number of meetings in the history of ICOMOS, usually, in other terms of the bureau and Board, these bodies have met only a maximum of three times a year. Also, several out-of-session decisions have been organized, followed up and executed. Many of the meetings have been collected in a hybrid format; the SG has developed the approach for these meetings, yielding promising results given the challenging circumstances.

The secretariat has kindly supported the organization of documents and minutes. Also, an online system has been established to upload documents relevant to the meetings and has been in close contact with the president and other board members to address all the important issues.

### Implementation of the resolutions of the 2022 Extraordinary General Assembly (Bangkok, Thailand)

Resolution No	Title/subject	Action/comment
EGA (AGA) 2022/1	Confirmation of the Tellers and Two Assistant Tellers	Confirmation of tellers approved. No further action required
AGA 2022/2	Attendance and quorum: adoption of report of the Credentials Committee	Elections Committee appointed. No further action required
EGA (AGA) 2022/3	Election of the President, Vice-Presidents and the Rapporteurs of the 2021 Annual General Assembly	President and other officers elected. No further action required
EGA (AGA) 2022/4	Adoption of the Agenda	Adopted. No further action required
EGA 2022/5	Addition of Article 26 on Use of electronic means for meetings and elections	Adopted. No further action required
EGA 2022/6	Amendment of Article 12 on Advisory Committee and its Scientific Council body	Adopted. No further action required

**Implementation of the resolutions of the 2022 Annual General Assembly (Bangkok, Thailand)**

<b>Resolution No</b>	<b>Title/subject</b>	<b>Action/comment</b>
AGA 2022/1	Confirmation of the Tellers and Assistant Tellers	Adopted. No further action required
AGA 2022/2	Attendance and quorum, report by the Credentials Committee	Adopted. No further action required
AGA 2022/3	Election of the President, Vice-Presidents and the Rapporteurs of the 2022 Annual General Assembly	Adopted. No further action required
AGA 2022/4	Adoption of the Agenda	Adopted. No further action required
AGA 2022/5	Adoption of the minutes of the 2021 Annual General Assembly	Adopted. No further action required
AGA 2022/6	Approval of the 2021 accounts and discharge of the Board and Treasurer from liabilities	Adopted. No further action required
AGA 2022/7	Approval of the 2023 budget	Adopted. No further action required
AGA 2022/8	Approval of ICOMOS membership fee adjustment	Approved. No further action required
AGA 2022/9	Appointment of the Credentials Committee of the 21 General Assembly 2023	Appointed. No further action required
AGA 2022/10	Appointment of the Candidatures Committee of the 21st General Assembly 2023	Appointed. No further action required
AGA 2022/11	Appointment of the Resolutions Committee of the 21st General Assembly 2023	Appointed. No further action required
AGA 2022/12	Appointment of the Elections Committee of the 21 General Assembly 2023	Appointed. No further action required
AGA 2022/13	Adoption of the ICOMOS Antarctic Archaeology Guidelines	Doctrine Text Adopted. No further action required
AGA 2022/14	Adoption of the ICOMOS International Charter for Cultural Heritage Tourism	Doctrine Text Adopted. No further action required

**Follow up of Board decisions**

This part summaries key aspects of decisions made by the board that have been implemented or ongoing leading to the September 2023 meeting:

<b>Reference</b>	<b>Title/subject</b>	<b>Action/comment</b>
2-3 (June 2023)	Future General Assemblies	Several National Committees have submitted interest on organizing statutory meetings of ICOMOS for 2024, 2025 and the General Assembly 2026 The SG and the secretariat have been meeting with those interested members. Several minutes of board meetings reflect on the discussion about these events and venues.
4-1 (June 2023)	Regional groups updates	Vice Presidents have reported on regional activities and meetings. All meetings have been regularly organized online to tackle regional issues in preparation to the Advisory Committee Meetings in Sydney 2023

4-2 (June 2023)	Progress reports from Board task teams	Board Task Team leads have submitted reports to the board about ongoing activities and tasks. A list of Board Task Team is provided as appendix 2 to this report.
4-3 (June 2023)	Updates on Committees of concern	Several national committees are currently in concern. The SG is in connection with the ADCOM and Secretariat to follow up these issues.
4-4 (June 2023)	US/ICOMOS Rebranding	An extraordinary meeting was held in response to the US ICOMOS proposal, the board has decided to refer issues to ICLAFI. SG is following the situation and reporting to the President– to be reported in September 2023. Several minutes of board meetings reflect on the discussion about this issue.
5-1 (June 2023)	Memorandum of Understanding (MoUs)	Given the increasing interest of organizations to collaborate with ICOMOS. The board has been actively discussing a MoU strategy that would allow our organization to identify target areas and monitoring of the success rate of these agreements. The signed MoU with APT requires implementation and the MoU with the Journal of Cultural Heritage and Sustainable Development for annual special issues for ICOMOS require further work.
5-2 (June 2023)	Update on the situation in countries affected by conflict or disasters	A recurring activity of the board lead by Zeynep Gul Unal and Teresa Patricio is to report to the board about ongoing areas affected by conflicts or disasters, such as Ukraine, Sudan, Syria and Turkey. The activation of the ICOMOS Crisis Monitoring and Response Working Group has been very useful to our organization to identify resources to monitoring and aid these important regions.
5-3 (June 2023)	Update on collaboration with NATO	Members of the board have actively engaged in collaboration with NATO in exercises. Frequent Progress reports have been presented to the board.
2-5 (March 2023)	Proposed amendments to Rules of Procedure	Rules of Procedure: the task coordinated by Peter Philips, the SG, and other members of the board with the collaboration of the secretariat has completed its work, with the current set of proposed amendments having been transmitted to the Resolutions Committee for presentation to the General Assembly in 2023. Further amendments may need to be considered in future.
	Handbook	Work coordinated by Peter Philips in closed collaboration with the secretariat. The Handbook has been completed in English before final formatting and translation. Further sections can be added in future as they are completed and reviewed.
3-4 (March 2023)	Fundraising Task Group	SG has been actively involved in the fundraising task group. He has substantially contributed to the contents and examples and assisted in the African Heritage Inventory initiative.

7-1 (June 2023)	The ICOMOS Academy	The Task group coordinated by the SG has been appointed and a proposal for work plan 2022-2023 has been approved by the board in October 2022. A revised plan and structure proposal is to be presented in the ACO 2023 in Sydney. The SG has been facilitating the ICOMOS Academy with Dinu Bumbaru and Laura Robinson.
6-2 (March 2022)	Representativeness of African states to the Board	the SG has coordinated with the president, secretariat and assigned board members to select one African member. After facilitating the selection of this expert, the SG debrief Chilangwa Chaiwa (Zambia) about her roles and responsibilities. She will officially attend the June 2022 meeting.
Ongoing	Development of National Committees and International Scientific Committees	The SG has provided support to the president, secretariat, Vice-President, and advisory council in dealing with ISCs and NCs issues that need to be addressed. Several meetings with critical committees have been organized to resolve issues, such as SG, and discussions with Ecuador, Morocco, Myanmar, Portugal, United Arab Emirates, and Venezuela. Also, he has coordinated with the European VP on the issues of Russia. Furthermore, successfully, the SG has been instrumental in the ongoing reorganization of the Mural Paintings Committee and increasing Puerto Rican experts' participation by bridging this region's representatives with the US ICOMOS.
8-3 2022/03	NCs in formation	The SG to provide support on NC in formation, particular African countries. The Statutes of a few African NCs will be submitted to the Board for the June meeting: Burkina Faso, Chad, Cameroon and Ethiopia. The Americas VP Leonardo Castriota, Adriana Careaga and the SG had a meeting with Belizean heritage professional for the potential establishment of a national committee

Other issues	Action/comment
Proposal for capacity building projects in Ukraine	The SG prepared a proposal entitled: Capacity Development for the Documentation of Kyiv: Saint-Sophia Cathedral and Related Monastic Buildings, Kyiv-Pechersk Lavra site for their management, conservation, risk preparedness and posterity, which has been presented to S. Stenning, Global Director Culture in Action of the British Council. Mr Stenning has explained that the British Council could fund a smaller mission in the framework of this project. This project has been finally supported by UNESCO using Japanese Funds-in-Trust, the SG has been actively collaborating with the President, and Kristina Biceva, who coordinates this initiative. A preparatory mission in planned for late July 2023. The SG identified the documentation team consisting of ICOMOS members and emerging professionals of CIPA.

Launch of the International Centre for the Interpretation and Presentation of World Heritage Sites under the auspices of UNESCO (WHIPIC)	The SG participated on the 2022 World Heritage Interpretation Presentation Forum on the launch of the International Centre for the Interpretation and Presentation of World Heritage Sites under the auspices of UNESCO (WHIPIC). Venue: Education Hall, Seosomun Shrine History Museum, Seoul, Korea. Also, the SG has been appointed board member of WHIPIC. He has been actively involved in launching a partnership with ICOMOS.
UNESCO Mondiacult	SG represented ICOMOS at the UNESCO Mondiacult Conference in Mexico. Provided support to the SGD WG, EPWG and ICOMOS Mexico. Provided a workshop, lectures on Climate Change and spoke at the plenary for the Thematic Session (2) on Culture for sustainable development (see appendix 2)
ICOMOS Special project in the Democratic Republic of Congo on Heritage Inventories training:	The SG was involved in this project, funded by ALIPH Foundation ( <a href="https://www.aliph-foundation.org/en/projects/foundations-for-the-implementation-of-a-national-cultural-heritage-inventory">https://www.aliph-foundation.org/en/projects/foundations-for-the-implementation-of-a-national-cultural-heritage-inventory</a> ) and in collaboration with the DRC's Comité consultatif national pour la protection des biens culturels en cas de conflits armés of the Democratic Republic of Congo. He purchased the documentation toolkit, providing capacity building in documentation techniques and was able to facilitate the data collection of 8 crucial heritage places in the DRC.
Revision of Eger-Xi'an Principles and the role of Working Groups	Ongoing – report expected in June or September 2022.
SCTF Task Force Toolkit	Report submitted – discussion June 2022.
Agreement ICOMOS-RCU	Ongoing – report expected at the end of 2022.
The Cadiz document produced by ISC20C for the InnovaConcrete project	Published on the website
ICOMOS and ICCROM guidance on reconstruction and recovery of WH Sites: project to finalize the draft document on the case studies done with ICCROM.	Board members will be consulted to comment on the first draft in July 2022 and will have until September 2022. The comments will be integrated and there will be a second round of reviews.
Cooperation with Europa Nostra	Ongoing.
NATO Cooperation	Ongoing.
Heritage Alerts	Ongoing.

Mario Santana Quintero  
Secretary General, ICOMOS

## **APPENDIX 1: SECRETARY GENERAL OVERVIEW OF ACTIVITIES (2020-2023)**

This part of the report summarizes a few of the important milestones achieved as Secretary-general during the period December 2020 to March 2023, providing an overview of important achievement and work.

### **Other Important issues implemented:**

This part of the report summarizes a few of the important milestones achieved as Secretary-general:

- **Inclusion of underrepresented regions of ICOMOS:** the SG has coordinated with the president, secretariat and assigned board members to select two Arab and one African member to be invited to the Board as observers. After facilitating the selection of these experts, the SG debrief each of them about their roles and responsibilities. They are now fully integrated with the tasks and groups. In particular, the Arab members have been instrumental in organizing the region.
- **ICOMOS America:** Given the SG's location in the Americas, he has supported the Americas' meetings in organizing events and collaboration north and south. He actively collaborated and lectured in the ICOMOS Canada and Ecuador online events with Quito's municipality. Given that the Pontific University of Chile invited Dr. Santana to teach in Chile. I was able to meet with the secretary of built heritage of the Ministry of Culture and exchange ideas about collaboration with ICOMOS. Also, held an unofficial meeting with the National Committee of Chile.
- **Resolutions and charters:** the SG assisted the ACOs and secretariat in facilitating meetings for the adoption of "Guidelines on fortification and Military Heritage," ongoing "intangible Cultural Heritage Charter" and update of the "CIPA Principles for Recording Cultural Heritage," among others.
- **Crisis statements:** in support of the president, the SG has been instrumental in the conception of statements during conflicts and organizing meetings with relevant parties; he has also been in touch with the Crisis Unit coordinated by Zeynep Gul Unal.
- **Mentorship:** at the beginning of the SG, he has been mentoring new board members to provide support and suggestions about their role on the Board.
- **University Forum:** the SG has supported Leonardo Castriota in the activities to develop the University Forum. Further, a significant event in 2021 gathered experts from the Americas continent to organize the task group tasks. Also, he has been involved in the Just Transitions: HECA initiative described later in this report.
- **Other task groups:** the SG has been in touch with other task groups dealing with communication, 18th of April and membership, among others. These groups deserved more attention and focus.
- **ICOMOS working group on Climate Change, SDGs and Emerging professionals:** the SG often attends meetings of these working groups as a regular member. He is also part of the SDG fundraising team, in which he facilitated the funds of the GHF to support the activities.

### **Risk preparedness and crisis task team (group)**

Given the alarming armed conflicts and disasters in the Turkey, Syria, Sudan, Ethiopia, Venezuela, and Ukraine, among others and according to the outcomes of Bardhan's work on "Proposal for the methodology of analyzing effectiveness and developing ideas for the optimization of heritage at risk programmes," (2021) and the 20GA 2020/16 resolution of armed conflicts. As Secretary-General, several exploratory meetings withheld with the Heritage at Risk team (ICOMOS Germany), ICORP's board and Google Arts and Culture task group in consultation with the President, Board, and secretariat to agree on the organization of a mechanism that could inform the Board with more accurate information to make informed decisions for actions, statements, and initiatives.

### **Other activities**

The Secretary-General has been instrumental in the following activities:

- The SG would like to promote, design and implement a MoU with the UNESCO Category 2 International Centre for the Interpretation and Presentation of World Heritage Sites (South Korea) (WHIPIC) before concluding his term.
- The SG has been talking to the Aga Khan Trust for Culture, the ALIPH Foundation and National Geographic for further collaboration in ICOMOS Projects.
- MOUs with important actors: Pamela Jeroen, president, and secretariat, has facilitated, attended, and made suggestions for the Association of Preservation Technology
- Myanmar online training: he has represented ICOMOS in several explanatory meetings with UNESCO Bangkok, the World Monuments Fund, Blue Shield and the Getty Conservation Institute to organize a training course to assess the impact of the unrest in the country. Unfortunately, this initiative has not been achieved, given the unprecedented situation of the country.
- Just Transitions: Heritage Education in Climate Adaptation: as SG and professor in heritage conservation. The SG has been actively involved in the workshop organizations to deal with the challenges of educating emerging professionals in Climate Adaptation, a first workshop organized in June 2022 and February 2023 with the support of the ICOMOS University Forum and the Climate Heritage Network (CHN).
- ICOMOS World Heritage panel: the SG has participated in the panel reviewing nominations and providing support to the ICOMOS WH units. Also, assisted briefly with proofreading of translation of WH vocabulary.
- World Heritage Monitoring: as SG, he has redirected petitions, enquiries, and concerns from the public and NC to the ICOMOS World Heritage unit for review and follow-up.
- Representation of ICOMOS in international meetings: he has attended virtually and in person, presented and provided keynotes on International Conferences in Fuzhou (China), Manama (Bahrain), Ottawa (Canada), Rabat (Morocco), Vienna (Austria), among others.
- Heritage Alert Summer School: the SG participated as a facilitator in the online Heritage Alert Summer School organized by Riin Alatalu, mentoring emerging professionals in this important task. He also involved students from his university.
- Documentation Center: the SG assisted in reformatting the ICOMOS Documentation center.
- WMF Watch list: the SG contributed to the review of two applications to the Watch List; honorariums were given to ICOMOS.
- ICOMOS webinars: the SG has been assisting different ISC in the organization of webinars, such as ISCARSAH, CIPA, among others, in some cases providing his institutional zoom account.
- ICOMOS Canada: the SG is also part of the national committee's executive as treasurer, monthly meetings of the bureau and board are organized.

## Limitations and areas of growth

The SG has many areas of concern, and some important issues have been not-intentionally neglected, it has been a difficult time with the pandemic, combining his own work duties and responsibilities to a 10,000-member organization. For example, the updates on the GA2020/2021/2022 Resolutions, Grainne Shaffrey and Hatthaya Siriphatthanakun have kindly assisted. However, more work is necessary to find a quick and effective mechanism to follow up these critical ICOMOS statements in collaboration with Board Task Teams, AdCom and ISCs position.

Also, the hybrid model of statutory board meetings prevents the discussion of all updates by members; it is recommended that many preparatory conferences are organized by the task group members, which could yield in very punctual decisions to be taken during the statutory sessions without much discussion. Also, reducing the scope of Tasks groups should be considered.

## Recommendations in view of the appointment of a new Secretary General (2023) and collaboration with the outgoing SG

The Secretary-general proposes the following recommendations for the future:

- Review Appendix 2 with Task team progress reports and recommendations.
- Meeting with the Secretariat about National Committees requirement attention

- Improve SG's work to follow up on resolutions and task groups by identifying and developing a digital platform. All board members, the secretariat and the ACO could see the evolution of the different task groups' progress, minutes, decisions and documents.
- Improve Social Media strategies to disseminate ICOMOS achievements and activities and activate a network of ICOMOS influencers.
- Make statutory meetings more effective and shorter.
- Identify new collaborations for fundraising
- Documentation and Archival work at ICOMOS: collaborate with the president, Board, and secretariat in assisting the new archivist in finding new opportunities for the refocus of the existing documentation center. The SG is a recognized documentalist in heritage. He has solid international contacts with organizations working in the field that can be instrumental.
- Equity, Diversity and Inclusion (EDI): the SG is proposing that an EDI policy could be developed for ICOMOS to improve the inclusion of underrepresented members.

Also, the outgoing SG proposes to develop the following proposals during a transitional period:

- ICOMOS Heroes project (tentative title): launch a project for recording and disseminating ICOMOS achievements by its members that involves making interviews with important ICOMOS members that have substantially contributed to our organizations, starting from the Piazzola and ICOMOS honorary members that are alive to disseminate videos online that will testify the importance of ICOMOS worldwide as an organization that promotes leadership in the field of heritage conservation at large. This project can be a core activity of the University Forum. This project is like Cameron's records of people involved in the World Heritage Convention.
- Continue the discussion to launch a MOU between Emerald Publishing and the International Council of Monuments and Sites (ICOMOS): given that the SG is co-editor of the Journal of Cultural Heritage Management and Sustainable Development. He has been actively working on offering an annual scientific publication of ICOMOS symposia in this journal with the c-editor, Dr. Ona Vileikis.

Finally, board members must be better supported in their tasks. They're also accountable for their promises and praised for their achievements. Although ICOMOS is a true global organization, the secretariat and several of the bureau and board members are in Europe, thus predominantly works in the European time zone. In the SG experience in the last eight years of service to the board, it is important to identify the challenges for many board members located in other working time areas and unable to travel or communicate with our secretariat in Paris frequently.

Furthermore, board members are volunteers, and they have frequently combined their work obligations with ICOMOS. All members should practice patience with others and try to address differences in a timely and direct matter. Perceptions can be wrong, and miscommunication should be avoided at all levels. As SG, it is his responsibility to alert members that good cordial collaboration should prevail over gossiping and misjudgment.

## Acknowledgements

The Secretary-General would like to express sincere thanks to Dr. Teresa Patricio (president), Marie-Laure Lavenir, Gaia Jungeblodt, Jessica Khan and ICOMOS board members for their confidence and trust in his work. Also, thank all ICOMOS members and the excellent staff of the secretariat.



## **APPENDIX 2: ICOMOS BOARD TASK TEAMS**

This report summarizes each task team objective and current activities. It is provided with purpose of updating the upcoming elected board (2023-2026) about the initiatives taken by board members, also recommendations for further actions have been provided.

### **1 Monitoring and impact (GA2020 - 2022 resolutions)**

**Lead:** Mario Santana

**Members:** Hatthaya Siriphatthanakun and Grainne Shaffrey

**Objective(s):** Ongoing; Follow up work and developing tools for better implementation of resolutions. Issues: improve the successful implementation of resolutions.

**Actions taken:** several meetings were held and reports to the board to develop indicators for evaluating the implementation and effectiveness of resolutions. 13 Resolutions adopted at GA2020 were monitored by task team, of these 6 can be deemed completed or closed (20GA/12; 20GA/14; 20GA/15; 20GA/21; 20GA/22; 20GA/23). 4 are being implemented, however as they are ongoing in nature they should continue to be monitored. One (the Triennial Scientific Plan), will be completed at the end of this triennium cycle and will be reported on separately (20GA/13). One (20GA/17 - Protecting our Built, Landscape and Cultural Heritage from Fires) is being developed as Guidelines and therefore subject to further adoption procedures. Finally, 20GA/17 (Protecting heritage sites in situations of political conflict and civil unrest) did not have an identifiable lead and no direct activities relating to this Resolution were undertaken. However, the Crisis Monitoring & Reporting WG can be considered to be responding to this Resolution.

**Recommendations:** Improving procedures to ensure effective Resolutions requires further work in coordination with the Advisory Council and Secretariat to implement in future resolutions. This TT has reported to the board often on their progress.

### **2 Monitoring NC and ISC**

Lead: Riin Alatalu

Members: Peter Philips, Nils Ahlberg, Jean-Christophe, Gaia Jungeblodt (sec.), ICLAFI, Stacy Vallis, and Cyrill von Planta – ACO representatives have changed overtime.

**Objective(s):** Ongoing; position the TT as a referral group for unsolved problems, to assist in discussions - any serious issues that the TT cannot resolve with the NC/ISC will be reported to the Bureau and Board.

**Issues:** identify the problems for the sake of the health and good reputation of the organization. The work has been conducted in coordination with the Advisory Council and Secretariat.

**Actions taken and results:** the TT gathered irregularly and faced several obstacles defining its objectives and methods.

The original aim to assist in discussions and negotiations was challenging as the TT was generally informed of the problems by the Secretariat only at the Board meetings and our input in the concerns was not expected with two exemptions:

- TT analysed and drafted the decision on the appeal on membership debates between the regional chapters of ICOMOS Russia in 2022
- TT seek for legal assistance in the appeal on elections in ICOMOS Morocco.

The TT agreed to assist on the analysis of NCs annual reports and held some negotiations with ACOs.

However, the Secretariat and AdCom shared the summaries of the reports only on request and with significant delay. AdCom did not include TT members in drafting the annual report templates. Riin Alatalu made the analysis on annual reports for Europe and reported on the results at ICOMOS Europe group meeting and advised other VPs to do the same. This TT has reported to the board often on their progress.

## Recommendations:

- Reconsider the goals of the TT, especially the overlapping tasks with the secretariat and AdCom.
- Merge the TTs on monitoring ISCs and NCs with the TT on Memberships.
- Organise regular meetings with ACOs on the drafting and analysing of annual reports.
- TT recommends the Bureau, especially the Vice-Presidents to held annual meetings together with ACOs to analyse the annual reports as an important working tool of the organisation.
- The annual reports should be analysed and the results played back to the NCs and ISCs and discussed during regional meetings. Assist and encourage the VPs in the analysis of annual reports

## 3 Cultural diversity & Multi-lingualism

**Lead:** Adriana Careaga

**Members:** Alpha Diop, Teresa Patricio, Leonardo Castriota, Secrétariat Rep, and Laura Marique (EPWG)

**Objective(s):** Ongoing; ensure equity, diversity and inclusion in ICOMOS Statutory meetings, doctrinal documents and other publications produced by ICOMOS bodies.

**Issues:** given the predominance of the two working languages of ICOMOS, this task team aims at increasing the use of other languages, participation of multiple members and ensuring the adoption of a cultural diversity approach in ICOMOS bodies.

**Actions taken:** the task team has been actively on ensuring multilingualism as an element of cultural diversity in ICOMOS, it has contributed to translation in many ICOMOS statutory documents, organized regional seminars, and the work of Emerging Professionals have been key to the success of this initiative.

**Recommendations:** a new task team should be appointed to continue this important and relevant work.

## 4 University Forum

**Lead:** Leonardo Castriota

**Members:** Andreas Georgopoulos, Takeyuki Okubo, Jiang Bo, Riin Alatalu, and ACO rep

**Objective(s):** Ongoing; To establish a flexible operational platform that would facilitate collaboration between universities and cultural institutions with shared interests, in order to fulfill ICOMOS' mission.

**Issues:** It has been proposed a road map, a four-steps strategy to the creation of the University Forum:

1. preliminary preparations (first contacts with the research networks and leaders) to present the proposal;
2. creation of an *online directory* for the Forum, identifying globally, the main universities and programs directly and indirectly linked to heritage;
3. identifying discussion topics that would challenge universities to work in partnership with research and training projects conducted by ICOMOS;
4. prepare a series of recommendations to ICOMOS for the creation of the University Forum.

### **Actions taken and results:**

1. A pilot project was undertaken in the Latin America and the Caribbean (LAC) region, following the proposed four-step approach.

2. An online directory was developed and tested in the LAC region, as well as a publishing scheme, that resulted in the book "Patrimonio y Crisis"
3. Two online meetings were organized: "Cities, universities, heritage" (2021) and "Knowledge Areas for Heritage Education (2022)
4. It has been launched the second University Forum initiative, in Europe.

#### **Recommendations:**

1. Implement the methodology in other cultural regions, adapting it to their specific contexts and collaborating closely with National and Scientific Committees.
2. Work in closer partnership with the International Committee on Training (CIF) and the Emerging Professional Working Group (EPWG).
3. Integrate with the Google Arts and Culture initiative.
4. Identify pressing issues that will serve as the foundation for a regular program of webinars, as well as for resuming biannual in-person workshops.

### **5 Communication and sustainability**

**Lead:** Nupur Prothi

**Members:** Riin Alatalu, Stacy Vallis, Andreas Georgopoulos, Cyrill von Planta

**Objective:** Ongoing; Examining sustainability and communications within and external to ICOMOS.

**Issues:** Need for improving a system for streamlining and standardizing communications within the organization; Need to improve the visibility of ICOMOS beyond the heritage milieu; Driving the new system for institutional memory to be completed in a time bound manner; and putting in place a system of institutional memory that is: 1. Safe, geographically relevant, cost effective, addressing continuity/permanence 2. Operation and capacity 3. Process of transfer of data

**Actions taken:** substantial work has been done over the Board current mandate on improving ICOMOS communication both internally and externally. Facilitation and participation of ADCOM and Secretariat in monthly review meetings and reference to different ICOMOS AdCom documents, ICOMOS Austria system for institutional memory and the Emerging Professionals documents have been achieved. This TT has reported to the board regularly on their progress regarding preparation of a Communications Road Map.

**Recommendations:** a new task team should be appointed to continue the relevant work.

### **6 Memberships**

**Lead:** Riin Alatalu

**Member:** Nupur Prothi and Secretariat Rep.

#### **Objective(s):**

- Assessing Individual membership
- Membership representing geographical, professional, gender and other diversity
- Ease of institutional membership
- Easier induction and assimilation of new members
- Collating and analysing data on membership annually

#### **Actions taken and results:**

- The TT gathered irregularly.
- The individual memberships are analyzed by the Secretariat and the Bureau, TT has no role in this process.
- The diversity of the membership is the general goal of the organisation, TT has limited ways to influence it
- Ease of institutional membership is addressed through the statutory documents.
- Easier induction and assimilation of new members is the task of the TT on ISCs and NCs
- Analyzing membership data is the task of the Secretariat, AdCom and TT on ISCs and NCs.

This TT has reported to the board often on their progress.

**Recommendations:**

- Reconsider the goals of the TT, especially the overlapping tasks with the secretariat and AdCom.
- Merge the TTs on monitoring ISCs and NCs with the TT on Memberships.

**7 Fundraising & Finance**

**Lead:** Pamela Jerome

**Members:** Marie Laure Lavenir, Mario Santana, Teresa Patricio, Cyril, Jiang Bo.

**Objective:** Ongoing; Raise money for ICOMOS projects and increase the capacity of the Secretariat  
**Issues:** Not enough money for the organization to operate and for projects to be carried out

**Actions taken:** during the current tenure of the Board, its members and Secretariat staff were trained to fi raise through five workshops facilitated by experienced consultant in this area. Also, fundraising proposals have been drafted for mentoring and for expanding of the African training program; ICOMOS has had several meetings/correspondences with WMF about increasing the amount paid for evaluation of the Watch program, which were not successful and ICOMOS has decided to stop collaboration in this project. This TT has reported to the board often on their progress.

**Recommendations:** to continue to support and approve the outgoing efforts of the Fundraising Task Team in increasing the visibility of ICOMOS through fundraising applications, and implementation of projects, as well as to increase the capacity of the Secretariat.

**8 Memorandum of Understanding (MOU)**

**Lead:** Pamela Jerome

**Members:** Grainne Shaffrey

**Objective(s):** identify, implement and improve the negotiation of Memorandum of Understanding with organizations that are interested in collaborating with ICOMOS.

**Issues:** Many ongoing MoUs have been instrumental to our organization, however several of these agreements are currently inactive and ongoing discussions about emerging collaborations required attention.

**Actions taken:** Ongoing; several MoUs have been signed with organizations (e.g. ALIPH foundation, Association of Preservation Technology, among others). Ongoing discussions are emerging to find new collaborations and some MoUs were never signed. The SG has been facilitating a MoUs with Emerald Publisher (Journal of Cultural Heritage and Sustainable Development) and the UNESCO Category 2 Centre on World Heritage Interpretation and Presentation (WHIPIC). This TT has reported to the board often on their progress.

**Recommendations:** evaluate the need of MoUs, develop new easier instruments of collaboration, and develop a tool to monitor the progress and effectiveness of these agreements. Appoint a new task team.

**9 Rules of Procedures and Handbook**

**Lead:** Peter Phillips

**Members:** Adriana Careaga, Mario Santana, Nils Ahlberg, Cyrill von Planta, and Secretariat representative

**Objective(s):** (1) Review the current Rules of Procedure to identify potential changes, working with other relevant task teams; and (2) Complete the draft of the Handbook, circulate it for comment, and produce the final version for publication.

**Issues:** Development of RoP and Handbook for better functioning of ICOMOS.

**Actions taken:** several meetings were held over the Board's mandate to work on these two instruments of governance. The team has completed its work on the Rules of Procedure, with the current set of proposed amendments having been transmitted to the Resolutions Committee for presentation to the 2023 General Assembly. The Handbook, completed sections in the English version have been reviewed and assembled by the Secretariat, and sent to Peter Philips for checking before final formatting and translation is conducted. This TT has reported to the board often on their progress.

**Recommendations:** further amendments may need to be considered in future, and further sections can be added in future to the handbook as they are completed and reviewed. Given that Peter Philips, and other members have completed his mandate at the board, a new team lead and members should be appointed.

## **10 Monitoring WH (GA2017 resolution)**

**Lead:** Jean-Christophe Simon

**Members:** Zeynep Gül Ünal, Andreas Georgopoulos, Alpha Diop, Cyrill Von Planta, Jiang Bo, Haththaya Siriphatthanakun, and Han Suk Young

**Objective(s):** The objective of the Task Team is to produce a manual setting out the general guidelines for Preventive Monitoring of World Heritage sites Issues.

**Actions taken:** several task team members meeting were held, Jean Christophe Simon prepared a concept note for the march 2023 board meeting, apparently there is no interest by TT members to continue this work.

**Recommendations:** given the sensitivity of UNESCO World Heritage activities, it is recommended that the new board evaluates the relevance of this task team.

## **11 International day of Monuments and Sites, 18th April event coordination**

**Lead:** Stacy Vallis

**Members:** Nupur Prothi, Han Suk Young, Alpha Diop, Secretariat rep and ACO reps.

**Objective(s):** develop yearly themes for the 18th of April event in collaboration with the board, Advisory Council and Secretariat. Also, prepare call for organization and follow up activities conducted by ICOMOS bodies.

**Issues:** improve coordination of activities and manage the impact of the 18th April to improve the visibility of the organization in this important celebration.

**Actions taken:** several themes have been launched yearly in line with the ICOMOS triennial plans. Coordination and follow up of activities have been consulted. This TT has reported to the board often on their progress.

**Recommendations:** appoint a new task team and continue.

## **12 Google Art and Culture**

**Lead:** Stacy Vallis

**Members:** Mario Santana and William Megarry (Climate Action WG Focal Point)

**Objective(s):** Ongoing; Seeking feedback and refinement of the collaboration with Google Arts & Culture.

**Issues:** keep the relationship with GAC active, this organization has provided substantial support to ICOMOS activities.

**Actions taken:** after task team members meetings and consultation with GAC, the development of a "Concept Note: Collaboration between ICOMOS and Google Arts & Culture" presented to the board in March 2023. The concept note outlines a sustainable fellowship scheme which will enable emerging heritage practitioners to create and share digital cultural heritage exhibits and content on

the Google Arts and Culture (GAC) portal based on showcasing new and emerging digital methods and addressing contemporary and emerging challenges including climate change, cultural heritage and sustainable development and threats to heritage from conflict and other stressors. This TT has reported to the board often on their progress.

**Recommendations:** appoint a new task team and revisit collaboration with GAC, request a meeting with Chance Coughenour for an update on the Concept Note facilitated by William Megarry.

### **13 Crisis Monitoring and Response**

**Lead:** Zeynep Gül Ünal

**Members:** Takeyuki Okubo, Hatthaya Siriphatthanakun, Teresa Patricio, and Gaia Jungeblodt (sec.)

**Objective(s):** Improve ICOMOS Board response about areas affected by conflicts or disasters.

**Issues:** the increasing number of communities and heritage places affected by conflicts or disasters requires attention and careful review of ICOMOS to identify appropriate actions.

**Actions taken:** the team has actively monitor, report, and identify activities aimed at mitigating the impact of conflicts or disasters to communities and heritage places, in particular assisting ICOMOS national Committees in those regions. This TT has reported to the board often on their progress.

**Recommendations:** the creation of this task team has been very useful to our organization to identify resources to monitoring and aid these important regions.

### **14 Africa Initiative**

**Lead:** Alpha Diop

**Members:** Zeynep Gül Ünal, ACO representative, and Jiang Bo

**Objective(s):** Ongoing; increase inclusion of African members at all levels of ICOMOS governance structure. Increase the amount national committees in the region. Develop and implement training activities for members in the region about areas of interest of ICOMOS.

**Issues:** there is a lack of representation of the African region in ICOMOS.

**Actions taken:** an African representative was invited to the Board (2020-2023 period). ALIPH foundation provided funding for inventories training in the Democratic Republic of Congo. ICOMOS has been collaborating with other heritage organizations in the region. New national committees have been established.

**Recommendations:** given that Alpha is finishing his term at the ICOMOS board, it will be important reformulate the Task Team.

### **15 World Heritage**

**Lead:** Teresa Patricio

**Members:** Alfredo Conti (Co-chair ICOMOS World Heritage)

**Objective(s):** follow-up, monitor and report on the ICOMOS's World Heritage Activities to provide information to the board.

**Issues:** provide up-to-date information about ICOMOS World Heritage Activities to the board

**Actions taken:** periodic reporting on world heritage activities to the board, during bureau and board meetings. Inclusion of board members as panel members.

**Recommendations:** appoint a new Task Team and continue this important work.

### **16 Revision of statutory meetings TOR**

**Lead:** Mario Santana

**Members:** Peter Philips, Stacey Vallis, Gaia Jungeblodt (sec.), Cyrill von Planta, Nils Ahlberg, and ACO rep.

**Objective(s) and issues:** update the terms of reference template for the organization of ICOMOS statutory meetings.

**Issues:** improve the terms of reference template for the organization of ICOMOS statutory in view of the impact of the pandemic for in-person, blended, and online activities.

**Actions taken:** several team meetings were held, reports to the board and the finalization of the terms of reference for annual and general assemblies. The guidelines were implemented since 2022 and have been useful for calls to hold ICOMOS statutory meetings. This TT has reported to the board often on their progress.

**Recommendations:** review ToR after the general assembly and adjust to accommodate the lessons learn. A new task team should be appointed.

## **17 Monitoring Working Groups + Working Group Principles + review of EgerXian Principles (in March 2022)**

**Lead:** Nils Ahlberg

**Members:** Peter Philips, Grainne Shaffrey, Pamela Jerome

**Objective(s) and issues:** follow and support the work of ICOMOS International Working Groups, help to make them work in a more coordinated way, structured in a similar mode and better adopted to the ICOMOS system. To begin with general contacts and assisting in the writing of guidelines/Terms of Reference for the existing Working Groups, then followed by the Principles for the Working Groups and, having completed these, Principles for the International Scientific Committees (revision of Eger-Xian Principles) and a wish to do this together with the Principles for the National Committees (revision of Dubrovnik-Valletta Principles).

The work on WG Principles was carried out together with AdCom/the ACOs and the ISC Principles and NC Principles also with a representative of ICLAFI, forming a Drafting Group (Nils Ahlberg, Peter Phillips + Sheridan Burke, Deirdre McDermott, Ishanlosen Odiaua + Mona O'Rourke). Unfortunately, members of the group have been very busy since March 2023 and we have not been able to finalize the ISC Principles or properly start the work on the NC Principles.

**Results:** the task team has been actively working, with coordination meetings within board members, Advisory Council and the secretariat:

- Guidelines/Terms of reference for OCD/RBAWG, SDGWG and Indigenous WG (2021, 2022)
- A number of memos on background and basic ideas for the ISC Principles, among those
  - A common structure for ICOMOS regulatory documents; Common use of vocabulary (Appendix 1)
  - Aims/Goals, objectives – what does it mean?)
  - User friendly; communication, information documents strategy, target groups (Appendix 3)
  - Title; cross references; contents
- Principles for the Working Group of ICOMOS (adopted by the Board in March 2022)
- Principles for the International Scientific Committees of ICOMOS (well advanced Draft Version 6-5, (2023-06-15))
- Memo on “What needs to be done to the Dubrovnik – Valletta Principles to be consistent with the ISC Principles, the WG principles and other regulatory documents of ICOMOS” (2023-06-13)

This TT has reported to the board often on their progress.

### **Recommendations:**

- To finalise ISC Principles
- The NC Principles

- Also investigate consequences/possible amendments to the set of other ICOMOS regulatory documents (ISC Model By-laws, NC Model By-laws and ultimately Statutes and Rules of Procedure)

## **18 Repurposing the ICOMOS Documentation Center**

**Lead:** Mario Santana

**Members:** Marie-Laure Lavenir, Teresa Patricio, Pamela Jerome

**Objective(s):** (1) Find a suitable solution to the current situation of the ICOMOS Documentation Center, (2) Donating 40,000 assets to a partner institutions, such as a library or archive, where these resources can be accessible to the public and preserve , (3) Develop are a reorientation strategy to focus on: On the WH nomination files that we would continue to offer for consultation and ICOMOS (International, NCs or ISCs) own publications, either physical or digital in the Open Archive.

**Issues:** repurpose the ICOMOS Documentation Center

**Actions taken:** several team meetings were held, reports to the board and a new Documentation and archive manager was hired Bertrand Bellet in early 2022. Mr Bellet has reorganized archives and presented a report to the board in January 2023 for the Documentation policy and roadmap.

**Recommendations:** review the effectiveness of the repurposing the Documentation policy and roadmap presented in early 2023. A task team is not required for this task, but it should be a recurrent annual issue to be addressed by the board.