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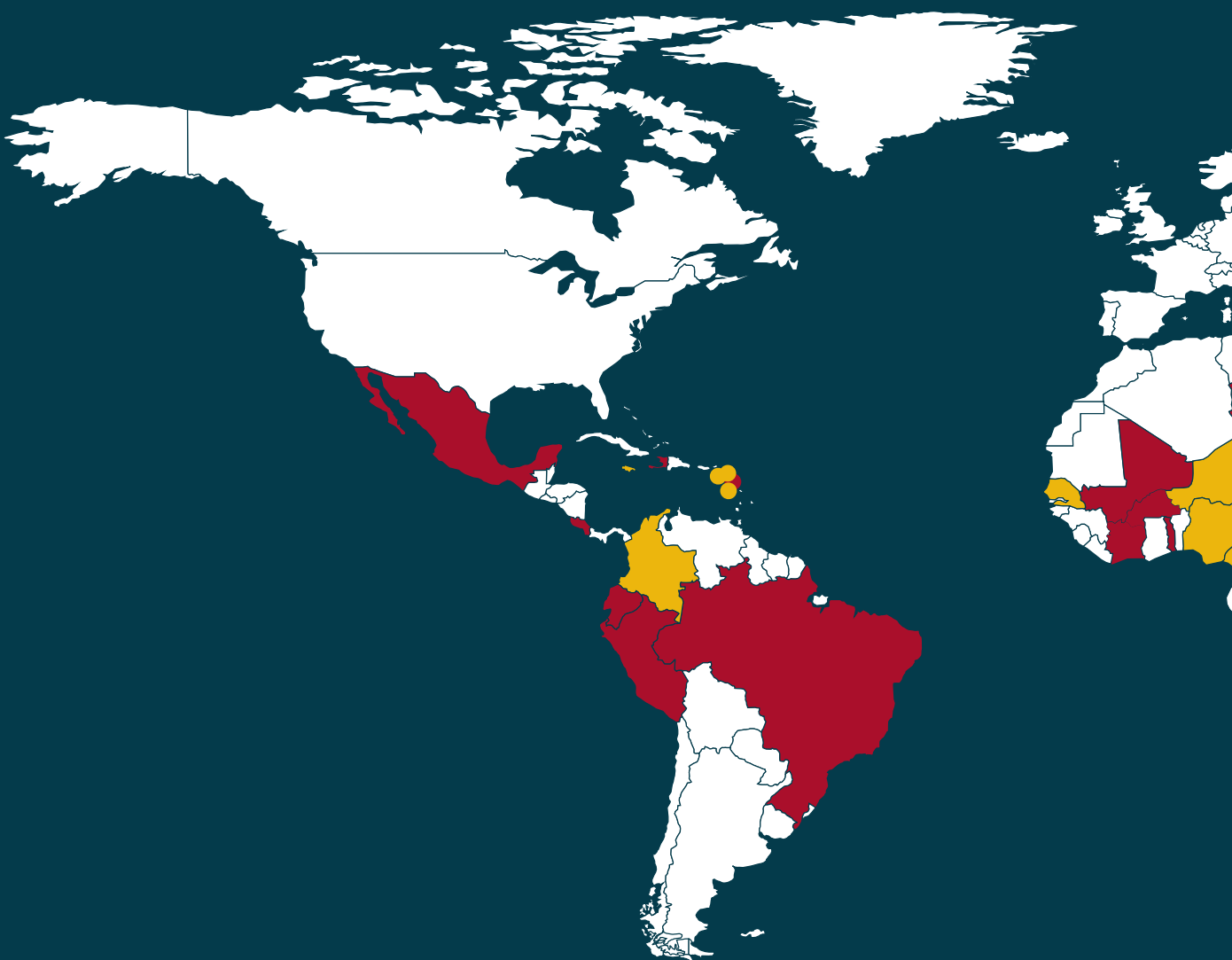
2019



HERITAGE EMERGENCY FUND

Annual Progress Report



HERITAGE EMERGENCY FUND GEOGRAPHIC COVERAGE 2016-2019



 Beneficiaries through in-country operations
 Beneficiaries through external activities

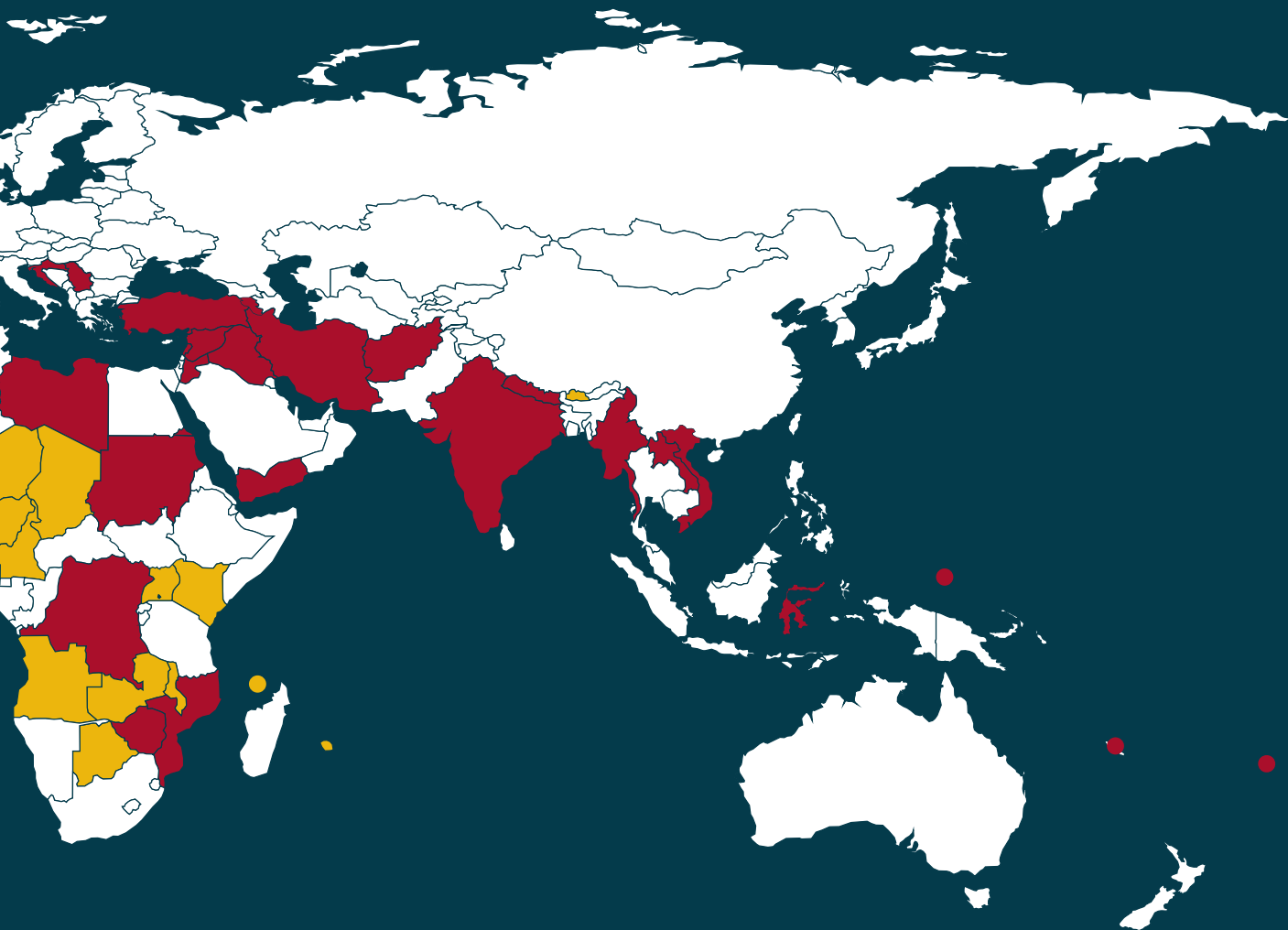
* Beneficiaries in 2019

EUROPE AND NORTH AMERICA

Armenia*
Croatia
Serbia
Turkey

ARAB STATES

Iraq*
Jordan*
Lebanon
Libya
Sudan*
Syrian Arab Republic*
Yemen*



ASIA AND THE PACIFIC

Afghanistan
 Bhutan
 India*
 Indonesia*
 Islamic Republic of Iran*
 Lao People's Democratic Republic
 Federated States of Micronesia
 Myanmar
 Nepal*
 Tonga
 Vanuatu*
 Viet Nam*

LATIN AMERICA AND THE CARIBBEAN

Antigua and Barbuda
 Brazil
 Colombia
 Dominica
 Ecuador
 El Salvador*
 Haiti
 Jamaica
 Mexico
 Peru
 Saint Kitts and Nevis
 Saint Lucia

AFRICA

Angola
 Botswana
 Burkina Faso*
 Cameroon
 Chad
 Comoros
 Côte d'Ivoire*
 Democratic Republic of the Congo
 Kenya
 Malawi
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OF THE SLOVAK REPUBLIC



Republic of Serbia
Ministry of Culture and Media

And all the individuals who supported the Heritage Emergency Fund

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Cover page photo: Weavers in Lombok (Indonesia), affected by the 2018 earthquakes, have been supported through technical assistance and a needs assessment © UNESCO

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CLT/HEF/Annual Report 2019

TABLE OF CONTENTS

3	FOREWORD		
5	PREAMBLE		
6	ACRONYMS		
6	ABBREVIATIONS		
7	EXECUTIVE SUMMARY		
15	CHAPTER 1 - INTRODUCTION		
15	1.1 Culture in emergencies: challenges and opportunities		
15	1.2 The Heritage Emergency Fund: a tool to protect and promote culture in crises		
17	CHAPTER 2 - PREPAREDNESS		
17	2.1 Technical assistance		
17	2.1.1 Development of emergency preparedness and response plans for the Sudanese National Museum and two World Heritage properties in Sudan		
18	2.1.2 Development of an emergency preparedness plan for the World Heritage property of 'Petra' (Jordan)		
18	2.1.3 Cultural heritage risk mapping at the World Heritage property of 'Prambanan Temple Compounds' (Indonesia)		
20	2.1.4 Risk assessment of petroglyphs in Upper Mustang (Nepal)		
21	2.1.5 Risk assessment of built heritage in Gyumri (Armenia)		
22	2.2 Training activities		
22	2.2.1 Training on 'Building Disaster Resilience for Cultural Heritage' in Viet Nam		
23	2.3 Studies and research		
23	2.3.1 UNESCO-OHCHR study on a human right-based approach to the safeguarding of cultural heritage and diversity in humanitarian, security and peace processes		
23	2.4 Partnership coordination and advocacy		
23	2.4.1 World Bank		
		24	2.4.2 International Committee of the Red Cross
		25	2.4.3 International Alliance for the Protection of Heritage in Conflict Areas (ALIPH)
		25	2.4.4 Coordination of expert network to support the documentation and mapping of Syrian cultural resources at risk in Northern Lebanon
		26	2.5 Awareness-raising materials
		26	2.5.1 Brochure 'Protecting Culture in Emergencies'
		26	2.5.2 Webpage 'Culture in Emergencies'
		26	2.6 Awareness-raising campaigns and events
		26	2.6.1 Abu Dhabi Culture Summit
		27	2.6.2 World Forum for the Culture of Peace
		28	2.6.3 Event on the occasion of the International Day for Disaster Reduction
		29	CHAPTER 3 - RESPONSE
		29	3.1 Assessment and advisory missions
		29	3.1.1 Setting up of the Rapid Response Mechanism for Culture in Emergencies
		31	3.1.2 Post-Disaster Needs Assessment for Culture in Mozambique
		32	3.1.3 Damage assessment mission to Cabo Delgado and Nampula (Mozambique)
		32	3.1.4 Needs assessment of cultural heritage at the World Heritage property of 'Cliff of Bandiagara (Land of the Dogons)' (Mali)
		34	3.1.5 Damage assessment of the World Heritage property of the 'Historic Town of Grand-Bassam' (Côte d'Ivoire)
		34	3.1.6 Needs assessment and technical assistance for weavers in North and East Lombok (Indonesia)
		36	3.1.7 Post-Disaster Needs Assessment for Culture in the Islamic Republic of Iran
		37	3.1.8 Participatory needs assessment of intangible cultural heritage practised by the Ambae Community (Vanuatu)
		37	3.1.9 Damage assessment mission to El Salvador
		38	3.2 Urgent interventions on the ground and planning for recovery
		38	3.2.1 Support to the revival of musical life in Mosul (Iraq)

40	3.2.2	Support for the rehabilitation of the Institute of African and Asian Studies and Folklore Department of the University of Khartoum (Sudan)
41	3.2.3	Emergency rehabilitation of built heritage at the World Heritage property of the 'Old City of Sana'a' (Yemen)
42	3.2.4	Post-flood emergency interventions at the World Heritage property of the 'Historic Town of Zabid' (Yemen)
43	3.2.5	Safeguarding of museum collections in Burkina Faso
44	3.2.6	Post-flood emergency response for intangible cultural heritage and DRR for natural heritage in Kerala (India)
44	3.2.7	Emergency safeguarding interventions at the Museum of Central Sulawesi in Palu (Indonesia)
46	3.3	Documentation and monitoring activities
46	3.3.1	Publication 'Five Years of Conflict – The State of Cultural Heritage in the Ancient City of Aleppo'
47	CHAPTER 4 - OUTREACH AND RESOURCE MOBILIZATION FOR THE HERITAGE EMERGENCY FUND	
47	4.1	Assessment of the implementation of the Communication and Visibility Plan 2018-2019
48	4.2	Promotional and fundraising materials
48	4.2.1	Promotional tools
49	4.2.2	Publications
49	4.2.3	Web
50	4.2.4	Social media
50	4.2.5	Videos
50	4.3	Information meetings and promotional events
50	4.3.1	Information meetings
50	4.3.2	Statutory meetings
51	4.3.3	Other events
51	4.4	Considerations on resource mobilization in 2018-2019

54	CHAPTER 5 - MANAGEMENT OF THE HERITAGE EMERGENCY FUND	
54	5.1	Coordination
54	5.2	Monitoring
54	5.2.1	Assessment of the implementation of the Results Framework 2018-2019
58	5.2.2	Global Survey on activities supported between 2016 and 2019
60	5.3	Reporting
61	5.4	Donors' Advisory Group
62	CHAPTER 6 - CONCLUSIONS	
62	6.1	Achievements
63	6.2	Challenges and ways to address them
64	6.3	The way forward
67	ANNEXES	
69	Annex I	– Emergency Preparedness and Response programme supported by the HEF
73	Annex II	– HEF Financial Regulations
74	Annex III	– Assessment of the implementation of the 2018-2019 HEF Communication and Visibility Plan
76	Annex IV	– HEF 2018-2019 Financial Report
80	Annex V	– Assessment of the implementation of the HEF 2018-2019 Results Framework
92	Annex VI	– HEF 2020-2021 Results Framework
96	Annex VII	– Results of the Global Survey on activities supported by the HEF between 2016 and 2019

FOREWORD

In 2019, the Cathedral of Notre-Dame in Paris and Shuri Castle in Okinawa, both World Heritage properties, went up in flames. Massive floods inundated the city of Venice, and wildfires ravaged regions around the globe. In 2019, we were reminded that no country or community is immune from emergencies – or fully prepared to face them. The Heritage Emergency Fund has proven, once again, to be a vital tool supporting international cooperation in this area.

In 2019, the Fund assisted 17 countries through emergency preparedness and response interventions. Its actions included a capacity-building workshop on disaster risk reduction in Vietnam, a damage assessment in response to heavy floods in El Salvador, and the development of emergency plans for the evacuation of museum collections in Burkina Faso, to name just a few.

As these activities show, the scope of the Heritage Emergency Fund has expanded considerably since its establishment five years ago. In addition to armed conflicts and natural disasters, requests for support now increasingly concern human-induced disasters and civil unrest. In Mali, for example, we have intervened in support of groups affected by intra-community violence, with the broader goal of supporting reconciliation through culture.

The achievements of this Fund, which has now intervened in 55 countries, are in large part due to the work accomplished by the members of the Donors' Advisory Group, under the leadership of its outgoing chair, Qatar. We thank them warmly for their commitment.



These achievements also drive our ambitions. This is why we decided to take stock of activities implemented since 2015, by launching a survey among beneficiary countries. This is also why we would like to see more States join the 10 donor countries that have supported projects to date. In this respect, I offer my very best wishes of success to the incoming chair.

Lastly, I would like to express my gratitude to all the partners who have stood by our side and supported the Heritage Emergency Fund: the Qatar Fund for Development, the Kingdom of Norway, the Government of Canada, ANA Holdings Inc., the Principality of Monaco, the Kingdom of the Netherlands, the Republic of Estonia, the Grand Duchy of Luxembourg, the Slovak Republic, the Principality of Andorra and the Republic of Serbia. Without their trust, without their commitment, we could not have achieved the results that you will discover in the pages that follow.

Audrey Azoulay
Director-General of UNESCO

PREAMBLE

by the Co-chairs of the Heritage Emergency Fund Donors' Advisory Group



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We are proud to introduce this Annual Report, which demonstrates the ongoing relevance of the Heritage Emergency Fund and the successful attainment of the objectives defined two years ago by the Fund's first-ever Results Framework.

2019 was a milestone year for the Heritage Emergency Fund. The Fund supported over 30 emergency preparedness and response activities all over the world, underscoring the deep necessity of this rapid response mechanism in the face of growing conflicts and disasters. The importance of this strategic area of work for UNESCO's Member States was further highlighted by the establishment of a dedicated entity within UNESCO focusing on Culture and Emergencies.

In 2019, the *Guidelines* of the Heritage Emergency Fund underwent a substantial revision, which allowed for the integration of all the policy and operational changes that have occurred since its establishment. The Evaluation Committee, in charge of the review of funding requests concerning emergency response, has proven to be a formidable tool for ensuring that all dimensions of culture are duly taken into account in the conceptualization and implementation of emergency interventions.

In 2019, a new partner also lent its support to the Heritage Emergency Fund, the Government of Serbia, whom we warmly thank and welcome into the Donors' Advisory Group. It is our firm intention to continue expanding our efforts to raise awareness of the importance of supporting culture in emergencies, and to bring in new partners to join this effort.

Ernesto Ottone R.
Assistant Director-General for Culture
UNESCO

H.E. Mr Khalifa Jassim Al-Kuwari
Director General
Qatar Fund for Development

Acronyms

ALIPH: International Alliance for the Protection of Cultural Heritage in Conflict Areas

BNP: National Board for Disaster Management of Indonesia

DAG: Donors' Advisory Group of the Heritage Emergency Fund

DGPC: General Directorate of Cultural Heritage of Burkina Faso

DoA: Department of Archaeology of the Ministry of Culture, Tourism and Civil Aviation of Nepal

DRM: Disaster Risk Management

DRR: Disaster Risk Reduction

EPR: Emergency Preparedness and Response

EU: European Union

HEF: Heritage Emergency Fund

ICRC: International Committee of the Red Cross

ICCROM: International Centre for the Study and the Protection of Cultural Property

ICH: Intangible Cultural Heritage

ICHHTO: Iranian Cultural Heritage, Handicrafts and Tourism Organization

IIAS: Institute of African and Asian Studies

IPI: International Peace Institute

MOCST: Ministry of Culture, Sport and Tourism of Vietnam

MoU: Memorandum of Understanding

NDMO: Vanuatu National Disaster Management Office

NGO: Non-Governmental Organization

OHCHR: Office of the High Commissioner for Human Rights

PDNA: Post-Disaster Needs Assessment

PDTRA: Petra Development and Tourism Region Authority

RRM: Rapid Response Mechanism

SFD: Social Fund for Development

TRCC: Tokyo Restoration and Conservation Centre

UN: United Nations

UNITAR-UNOSAT: United Nations Institute for Training and Research's Operational Satellite Applications Programme

VCC: Vanuatu Culture Centre

Abbreviations

Action Plan

Action Plan for the Implementation of the Strategy for the Reinforcement of UNESCO's Action for the Protection of Culture and the Promotion of Cultural Pluralism in the Event of Armed Conflict and for the Protection of Culture in Emergency Situations related to Natural Disasters (2017)

Addendum

Addendum to the Strategy for the Reinforcement of UNESCO's Action for the Protection of Culture and the Promotion of Cultural Pluralism in the Event of Armed Conflict, concerning emergencies associated with disasters caused by natural and human-induced hazards (2017)

ER5

Expected Result dedicated to Culture in Emergency situations and contained in the Programme and Budget of UNESCO for 2018/2019

Sendai Framework

Sendai Framework for Disaster Risk Reduction 2015-2030

Strategy

Strategy for the Reinforcement of UNESCO's Action for the Protection of Culture and the Promotion of Cultural Pluralism in the Event of Armed Conflict (2015)

39 C/5

Programme and Budget of UNESCO for 2018/2019

World Heritage Convention

Convention concerning the Protection of the World Cultural Convention and Natural Heritage (1972)

EXECUTIVE SUMMARY

1 /

THE HERITAGE EMERGENCY FUND: A TOOL TO PROTECT AND PROMOTE CULTURE IN CRISES

Cultural heritage and diversity are increasingly affected by disasters and conflicts throughout the world, due to a variety of factors, including natural hazards, climate change and political instability, which often reinforce each other.

In the post-disaster and post-conflict phase, the rehabilitation of heritage may contribute to strengthening the resilience of a community, by helping people recover a sense of dignity and empowerment. The acknowledgement and restoration of heritage may also foster mutual understanding, tolerance and respect among different communities, which is a precondition for a society's peaceful development. Protecting heritage from the risks associated with disasters and situations of conflict, including when humanitarian concerns become a priority, is therefore a fundamental development and security issue.

Within this context, many countries are both unaware of the risks affecting their heritage and unprepared to address them. Furthermore, the capacity to respond quickly is often lacking and this in turn results in lost opportunities to control and reduce the extent of the damage.

The need to protect culture and promote cultural pluralism in emergencies related to conflicts and disasters caused by natural or human-made hazards, with the overall goal of strengthening peace, security and resilience, has been identified by UNESCO Member States as a strategic priority for UNESCO (the 'Organization').

In this framework, UNESCO has been asked to support Member States' efforts to improve their preparedness and response capacity to prevent, mitigate and recover the loss of cultural heritage and diversity as a result of conflicts and disasters. To this purpose, the **Heritage Emergency Fund** (HEF, or the

'Fund'), a multidonor fund for the protection of culture in emergency situations, has been established. The Fund is a pooled, non-earmarked funding mechanism conceived as a flexible means of enabling the Organization to respond more effectively to crises. UNESCO Member States, international organizations and individuals can contribute to it.

The Fund is managed in the framework of a **programme for Emergency Preparedness and Response**, whose two-fold objective is to assist Member States in protecting culture from disasters and conflicts by more effectively preparing for and responding to emergency situations, and to highlight its strategic role in building social cohesion, stability and peace.

The Emergency Preparedness and Response (EPR) Unit, located within the Culture and Emergencies entity of the UNESCO Culture Sector, serves as the Secretariat of the HEF and coordinates the Sector's Emergency Preparedness and Response programme.

The Fund's mandate is to address, through short-term and first-aid activities, the critical needs that arise between the occurrence of an emergency and the implementation of long-term and large-scale recovery projects.

It thus fills a strategic gap, as it supports critical interventions that rely upon funding that is immediately available and on standby, and that by consequence cannot be sustained under traditional financing mechanisms, which are based upon planning processes that take time.

By filling this gap, the HEF plays a role as a catalyst of further funding, as those interventions provide the necessary baseline information for the development of recovery projects.

The HEF finances activities that address **emergencies affecting culture**, defined as follows: a situation of imminent threat, resulting from natural or human-made hazards, including armed conflict, in which a Member State finds itself unable to overcome the severe consequences of the situation on the protection, promotion and transmission of heritage or on efforts to foster creativity and protect the diversity of cultural expressions, and where immediate action is required.

The HEF is also a key mechanism for the implementation of the **Strategy for the Reinforcement of UNESCO's**

Action for the Protection of Culture and the Promotion of Cultural Pluralism in the Event of Armed Conflict (the 'Strategy'), its **Addendum concerning emergencies associated with disasters caused by natural and human-induced hazards** (the 'Addendum') and the related **Action Plan**.

A **Results Framework** for the HEF was been developed for 2018-2019, building on Expected Result 5 (ER5) and on the objectives of the *Strategy*.

The activities supported by the Fund, which fall within the domains of the **six UNESCO Culture Conventions**, are implemented by both **UNESCO Headquarters** and **Field Offices**.

With regard to governance, the **Director-General of UNESCO** decides on the allocation of the resources of the Fund.

The **Donors' Advisory Group**, co-chaired by the Assistant Director-General for Culture and a representative of a donor country, currently H.E. Mr Khalifa Jassim Al-Kuwari, Director General of the Qatar Fund for Development, meets once a year to share information and offer advice.

2/ PREPAREDNESS

In 2019, the Heritage Emergency Fund supported numerous activities related to emergency preparedness.

The provision of **technical assistance** reinforced the ability of national and local authorities to conceptualize and implement risk-mitigation interventions for cultural sites and institutions. Support for the development of emergency preparedness and response plans was provided for the Sudanese National Museum, for two World Heritage properties in Sudan and for the World Heritage property of 'Petra' (Jordan). A cultural heritage risk mapping was carried out at the World Heritage property of 'Prambanan Temple Compounds' (Indonesia). Risk assessments were conducted for petroglyphs in Upper Mustang (Nepal) and built heritage in Gyumri (Armenia).

The implementation of **training activities** strengthened the capacity of national and local authorities to effectively deal with emergencies. The workshop 'Building Disaster Resilience for Cultural Heritage' facilitated the reinforcement of

the capacities of 37 representatives of governmental entities, cultural institutions, museums, and World Heritage properties in Viet Nam.

Research allowed for the identification of critical gaps and the development of innovative approaches to cultural heritage protection in emergencies. A study on a human right-based approach to the safeguarding of cultural heritage and cultural diversity in humanitarian, security and peace processes was developed, in cooperation with the Office of the High Commissioner for Human Rights.

The participation of UNESCO in international technical meetings led to the launch or strengthening of strategic **partnerships** in support of concern for heritage preservation in crisis situations, such as with the World Bank, the International Committee of the Red Cross (ICRC) and the International Alliance for the Protection of Heritage in Conflict Areas (ALIPH).

The development of **awareness-raising materials** sensitized national and local authorities and the public on the importance of protecting heritage in emergencies. A second edition of the brochure 'Protecting Culture in Emergencies' was produced in French and Spanish as an online tool. The webpage 'Culture in Emergencies' was regularly updated.

The organization of or participation in **awareness-raising events**, such as the Abu Dhabi Culture Summit 2019, the World Forum for the Culture of Peace and the International Day for Disaster Reduction, raised further awareness of the need to support heritage preservation in crises.

3/ RESPONSE

In 2019, the Heritage Emergency Fund also supported several emergency response interventions.

Rapid **assessment and advisory missions** were conducted in: Mozambique, to assess the damage caused by Tropical Cyclone Kenneth on the culture sector; Mali, to assess the needs related to cultural heritage at the World Heritage property of 'Cliff of Bandiagara (Land of the Dogons)' following civil unrest; Côte d'Ivoire, to assess the damage caused by floods at the World Heritage property of the 'Historic Town of Grand-Bassam'; Indonesia, to assess the needs related to traditional weaving activities in North and East Lombok following the August 2018 earthquake; and El Salvador, to assess the damage caused by heavy rains

to documentary heritage. Furthermore, Post-Disaster Needs Assessments for Culture were conducted in Mozambique and the Islamic Republic of Iran.

Urgent interventions on the ground, such as at the Institute of African and Asian studies and Folklore Department of the University of Khartoum (Sudan), at the Old City of Sana'a and the Historic Town of Zabid (Yemen), at three museums in Burkina Faso and at the Museum of Central Sulawesi in Palu (Indonesia), prevented further loss of cultural heritage. Furthermore, support was provided to the revival of musical life in Mosul (Iraq) and to intangible cultural heritage in Kerala (India).

Documentation and monitoring activities facilitated the mapping of damage to cultural assets. The results of a satellite imagery-based assessment of the damage to Aleppo (Syrian Arab Republic) were presented in the report 'Five Years of Conflict – The State of Cultural Heritage in the Ancient City of Aleppo', co-published by UNESCO and UNOSAT-UNITAR, whose French and Arabic versions were produced in 2019 (following the release of the English publication in 2018).

4/ OUTREACH AND MOBILIZATION OF RESOURCES FOR THE HERITAGE EMERGENCY FUND

The **implementation of the HEF Communication and Visibility Plan 2018-2019** progressed in 2019, with 90 percent of the activities successfully completed, in 8 out of 10 areas of work.

The development and dissemination of **promotional and fundraising materials** raised awareness on the existence and operations of the Fund among UNESCO Member States and the private sector. The Executive Summary of the 2018 HEF Annual Progress Report was printed and distributed at key events. A leaflet to promote the HEF was produced in English, French, Spanish and Arabic, and widely disseminated. A roll-up banner was printed in English and French. The HEF webpage was updated throughout 2019 with information and news. Constant communication through social media and videos presenting the results of activities was ensured.

The Heritage Emergency Fund was also promoted with Member States on the occasion of **information meetings, statutory meetings and other events**, such as the second meeting of the HEF Donors' Advisory Group, the Abu Dhabi Culture Summit, a high-level event in the framework of the Forum of Ministers of Culture, five information meetings with UNESCO regional groups, and the 14th session of the Intergovernmental Committee for the Safeguarding of the Intangible Cultural Heritage.

5/ MANAGEMENT OF THE HERITAGE EMERGENCY FUND

The **coordination of the Fund** was ensured through the recruitment of a Coordination Officer, which allowed for the management of fund allocation and disbursement processes, backstopping operations, reporting, liaising with current and prospective contributors to the Fund, and coordinating meetings of the HEF Evaluation Committee and Donors' Advisory Group. In addition, the hiring of an Associate Coordination Officer supported the development of conflict-related activities supported by the HEF and backstopping for their implementation.

The year 2019 was marked by three **key management-related activities**: the establishment of the HEF Evaluation Committee, in charge of reviewing emergency response proposals and formulating a recommendation for the consideration of the Assistant Director-General for Culture; the revision of the HEF Guidelines, in order to integrate the policy and operational changes that have occurred since their development in 2016; and the systematic notification of the approval of activities to Permanent Delegations of beneficiary countries.

With regard to **monitoring**, the implementation of the first HEF Results Framework, covering the biennium 2018-2019, was completed (**see the following figure**). The implementation of activities was finalized, with targets either attained or exceeded. Three outputs out of four were fully delivered, and only one partially delivered. One outcome was fully achieved, while two were partially achieved.

In addition, a **Global Survey of HEF-supported activities between 2016 and 2019** allowed for an evaluation of the impact and the effectiveness of

Figure 1. Assessment of the implementation of the Results Framework 2018-2019 of the

IMPACT	SDG 11.4: strengthen efforts to protect and safeguard the world's cultural and natural heritage			
	ER5 of the 39C/5: culture protected and cultural pluralism promoted in emergencies related to conflicts and disasters caused by natural or human-made hazards to strengthen peace, security and resilience			
OUTCOMES Assessment of outcome achievement	Outcome 1: Member States improve their preparedness to prevent, mitigate and recover the loss of cultural heritage and diversity as a result of conflicts and disasters			
<ul style="list-style-type: none"> Fully Partially Not achieved 				
OUTPUTS Assessment of output achievement	Output 1: Capacities of national and local authorities reinforced and technical assistance provided to them for the implementation of emergency preparedness and risk mitigation interventions on cultural heritage		Output 2: Awareness of Member States raised on the importance to protect heritage in emergency situations to improve their preparedness	
<ul style="list-style-type: none"> Fully Partially Not achieved 				
ACTIVITIES Assessment of target attainment	ACTIVITY	STATUT	ACTIVITY	STATUT
<ul style="list-style-type: none"> Exceeded Fully Partially Not attained Not requested 	Activity 1: 10 technical assistance activities for the implementation of emergency preparedness and risk mitigation interventions on cultural heritage	5/10	Activity 1: 5 awareness-raising materials on culture in emergencies	5/5
	Activity 2: 1 capacity-building material on the implementation of emergency preparedness and risk mitigation interventions on cultural heritage	1/1	Activity 2: #Unite4Heritage campaign	1/1
	Activity 3: 3 training workshops in different Regions, including 1 in Africa and 1 for SIDS, on the implementation of emergency preparedness and risk mitigation interventions on cultural heritage	5/5		
	Activity 4: 2 studies (1 for conflicts, 1 for disasters)	2/2		
	Activity 5: 2 coordination, advocacy or fund-raising meetings with potential or current partners	11/10		
Note Considering the emergency nature of the Fund, the identification of targets at activity level was not always possible, or was based on an estimate. Therefore, the assessment of output delivery and related target attainment reflects the extent to which Member States' requests of support were met as opposed to whether actual needs matched the original estimate.				

those interventions through the feedback of national partners involved in their conceptualization and implementation. The feedback received recognized the capacity of the Fund to address priorities, involve relevant stakeholders, deliver results, generate change, catalyse financial support, raise awareness about the HEF and improve future interventions.

Finally, the **2018 Annual Progress Report of the Fund** was produced in English and French and the second meeting of the **HEF's Donors' Advisory Group** was held in April 2019.

6/

CONCLUSIONS

6.1 Achievements

In 2019, the **HEF continued to expand its geographical scope**, supporting 32 preparedness and response interventions that benefited 17 countries, either through in-country operations or through capacity-building activities in a third country. Since the

Heritage Emergency Fund

ACTIVITY		STATUT	ACTIVITY		STATUT
Outcome 2: Member States improve their emergency response capacity to prevent, mitigate and recover the loss of cultural heritage and diversity as a result of conflicts and disasters			Outcome 3: Member States engage in the mobilization of resources for the HEF to support the protection of culture and the promotion of cultural pluralism in emergency situations		
Output 1: Technical support provided to Member States through rapid interventions, monitoring, coordination and planning for recovery			Output 1: Awareness of Member States raised on the programme of activities supported through the Heritage Emergency Fund		
Activity 1: 8 assessment and advisory missions, including 4 Post-Disaster Needs Assessments (PDNAs)/ Recovery and Peace-Building Assessments (RPBAs)		10/8 4/5	Activity 1: 6 promotional/ fund-raising materials including 1 webpage with 25 webnews and 4 materials		8/6 1/1 17/25 4/4
Activity 2: Urgent interventions on the ground		10	Activity 2: 5 information meetings/promotional events		12/5
Activity 3: Assessment, documentation and monitoring activities		3			
Activity 4: Post-conflict/Post-disaster training activities		0			
Activity 5: Coordination, advocacy or fund-raising meetings with potential or current partners		5			
Activity 6: Temporary staff support to UNESCO Field Offices for emergency response		15 in 3 Offices			

beginning of its operations in 2016, 55 countries have now benefitted from the HEF, out of which 36 percent are in Africa and 20 percent are Small Island Developing States ([see map on the inside cover](#)).

The HEF continued to address emergencies resulting from both conflicts and disasters, with 14 and 18 activities implemented in each field, respectively.

Furthermore, **the HEF fulfilled its mandate to support critical interventions that cannot be sustained under earmarked financing mechanisms**. The Fund notably demonstrated its added value by filling a strategic gap: covering, through short-

term and first-aid activities, the critical needs that arise between the occurrence of an emergency and the implementation of long-term and large-scale recovery projects.

At the policy level, activities supported by the HEF fed into a reflection on the role of communities in safeguarding ICH in emergencies, which resulted in the adoption of the 'Operational principles and modalities for safeguarding intangible cultural heritage in emergencies' by the 14th session of the Intergovernmental Committee for the Safeguarding of the Intangible Cultural Heritage (Bogotá, Colombia, 9 to 14 December 2019).

With regard to **communication**, the development and dissemination of promotional materials, the organization of two strategic events and the regular updating of the HEF webpage significantly strengthened the outreach of the Fund.

In terms of **mobilization of resources, the Fund successfully fulfilled the role of catalyst and multiplier of funding.**

At a global level, three HEF donors (Norway, Monaco and Andorra) confirmed their support in 2019 and a new one (Serbia) joined.

Furthermore, approximately 1 out of 4 activities supported by the HEF in 2019 has led to the successful mobilization of in-kind resources (such as working time, venues for meetings and workshops, logistical support, etc.) from governmental or implementing partners.

In addition, some activities leveraged a substantial amount of funding for the future rehabilitation of the cultural heritage of the countries concerned, thus demonstrating the HEF's strategic role in planning for recovery.

6.2 Challenges and ways to address them

Over the course of 2019, key challenges were identified, in relation to the programme and resource mobilization approach of the HEF.

With regard to the programme, the main challenge concerns **implementation constraints related to the evolving situation on the ground** or to changing security or accessibility conditions: this is an inevitable problem in emergency situations and is expected to persist in the future.

A second challenge relates to a certain **lack of proactivity in the conceptualization of emergency preparedness activities**. In fact, consultation with national authorities in order to identify needs related to emergency preparedness (capacity-building, inventories, risk preparedness plans, cultural risk mapping, etc.) does not happen consistently and thoroughly everywhere in the world. As a result, the Fund operates on an 'upon request' basis, both on emergency preparedness and response. This could be addressed by better structuring the consultation process, with the goal of arriving at a clear strategy and defined priorities for the HEF at the beginning of every biennium.

With regard to resource mobilization, the key challenge is the current **limited success in resource mobilization**. The narrow donor base, the unbalanced share of contributions between existing donors, the limited amount of most contributions and the irregular distribution of contributions, together result in a lack of sustainability of the Fund, which needs to be addressed as a matter of priority. As previously mentioned, improvements in this area do not so much require additional communication and visibility activities, but would rather imply changing the scope of the HEF, or diversifying funding modalities to support the emergency preparedness and response programme. The 2020 meeting of the Donors' Advisory Group will provide the opportunity for a discussion in this regard.

The last challenge relates to a **perceived lack of visibility of the Fund**, despite the multiplicity of outreach and visibility activities and initiatives implemented. While this partly derives from different views on the scope of the Fund, on what is expected in terms of visibility, and on what should be indicators for success and strategic initiatives to ensure donor visibility, it is intended that this will represent an area of work of primary importance for 2020-2021. The development of the HEF Communication and Visibility Plan for 2020-2021 will be entrusted to a communications company.

6.3 Way forward

In 2020, the Heritage Emergency Fund will continue to pursue its mandate and broaden its action.

A **Results Framework** for the HEF has been developed for the 2020-2021 biennium, building on ER5 and on the objectives of the Strategy. While the Results Framework clarifies the overall terms of the work to be conducted, it is intended that the actual operations are identified on a case-by-case basis and as necessary, due to the intrinsically unpredictable needs and action required.

At the programmatic level, **the Fund will continue to support requests for immediate intervention** in the aftermath of conflict and disasters globally, **as well as initiatives to improve preparedness**, while establishing or strengthening strategic partnerships with international organizations and other key stakeholders. This will have the dual purpose of strengthening the capacity of UNESCO Member States to prepare for and respond to emergencies and to incorporate a concern for cultural heritage in disaster risk reduction, security and peace operations, in line

with the UNESCO *Strategy on Culture in Emergencies* and the Fund's Results Framework 2020-2021.

In the long term, the strategic focus of the HEF could be reassessed by shifting more emphasis onto emergency response, rather than preparedness. This would reflect the fact that a dedicated cross-cutting Expected Result on culture in emergencies has been included in UNESCO's Programme for 2018-2021 (C/5), requiring all Cultural Conventions to mainstream this issue in their programmes.

In the short- to medium-term, however, it will be important for the HEF to continue supporting **preparedness activities**. The Secretariat of the Fund will engage systematically with UNESCO Field Offices in Africa, Latin America and the Arab States, as well as Asia and the Pacific, to identify needs, define activities to be funded, and backstop their implementation. These may include support to inventories and workshops aimed at assisting national authorities in elaborating disaster risk preparedness plans and protocols for cultural sites and institutions.

In addition, once preparedness and response activities are approved, UNESCO will continue **informing the Permanent Delegations to UNESCO of beneficiary countries**, but will also start informing the Permanent Delegations of **donor countries**, so that, in turn, they can share such information with their Embassies in the countries concerned, with an overall view of strengthening and broadening ongoing cooperation.

Communication and outreach efforts will be continued and expanded, with the objective to raise awareness on the existence, the scope and the programme of activities of the Fund. Web and social media communication will notably be strengthened.

With regard to the **mobilization of resources**, efforts will be made to diversify and enlarge the HEF donor base.

Based on the experience of previous years, existing implementation constraints and the nature of the HEF (whose purpose is not large-scale and long-term interventions, but immediate intervention and first aid), the goal would not be to substantially increase the current revenues of the Fund, which are adequate for the time being, but rather to ensure their sustainability, predictability and more balanced donorship. This would entail attracting new donors, which, insofar as possible, would be willing to enter into a long-term partnership with UNESCO.

Accordingly, the following objectives will be pursued in 2020:

- ▶ Obtain the support of five donors, of which at least one is from Asia and the Pacific, Latin America and the Caribbean, or Africa.
- ▶ Out of the five donors, ensuring that at least one contributes US\$250,000 or more.

Summary of financial information on the Heritage Emergency Fund as at 31.12.2019

(EXPRESSED IN US DOLLARS)

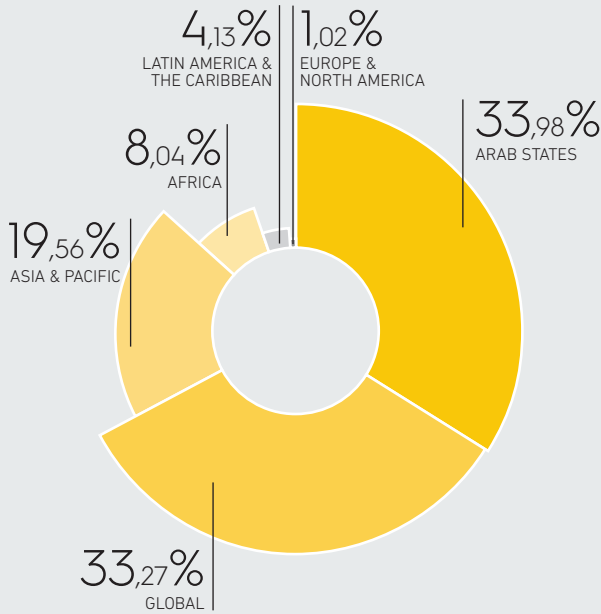
Based on the Financial Report issued by the Grants Management Section of the UNESCO Bureau of Strategic Planning as at 31 December 2019

INCOME CREDITED IN 2018-2019	\$3,435,762.12
EXPENDITURE INCURRED IN 2018-2019	\$2,423,595.81
FUNDS AVAILABLE AS AT 31 DECEMBER 2019	\$2,645,125.55
EXPENDITURE RATE	59.48%

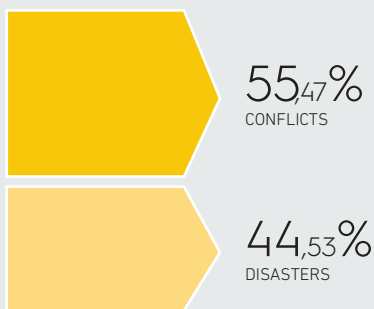
Statistics

DISTRIBUTION OF EXPENDITURE

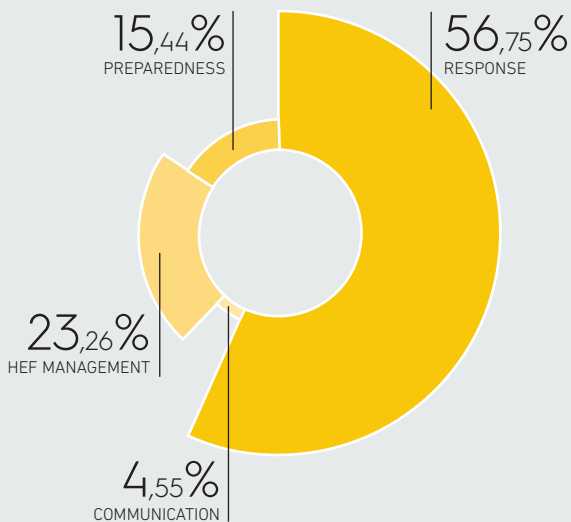
▶ by region



▶ by type of emergency



▶ by type of activity



- ▶ Developing at least one partnership based on long-term agreements and regular annual contributions.

In order to achieve these objectives, **UNESCO will:**

- ▶ Promote the HEF through: appeals during meetings of UNESCO's Executive Board; targeted presentations during meetings of UNESCO regional groups; dissemination of promotional material at high-level events; and bilateral meetings of the Director-General, the Assistant Director-General for Culture and the Director for Culture and Emergencies.

- ▶ Develop and implement the HEF's Communication and Visibility Plan 2020-21.

The support of current HEF donors will also be sought, beyond financial contributions, on two levels: on one hand, through public statements on the relevance of the HEF and on the success of its operations, for example during sessions of UNESCO's Executive Board or statutory meetings of the six Culture Conventions, and on the other hand, by promoting the HEF among cultural institutions or private sector actors in their countries, which could be interested in partnering for the preservation of cultural heritage in emergency situations, and facilitating negotiations with UNESCO.

CHAPTER 1

INTRODUCTION

1.1/

CULTURE IN EMERGENCIES: CHALLENGES AND OPPORTUNITIES

Cultural heritage and diversity are increasingly affected by disasters and conflicts throughout the world, due to a variety of factors, including natural hazards, climate change and political instability, which often reinforce each other.

In the post-disaster or post-conflict phase, the rehabilitation of heritage may contribute to strengthening the resilience of a community, helping people to recover a sense of dignity and empowerment. The acknowledgement and restoration of heritage may also foster mutual recognition, tolerance and respect among different communities, which is a precondition for a society's peaceful development. Protecting heritage from the risks associated with disasters and situations of conflicts, including when humanitarian concerns become a priority, is a fundamental development imperative and security issue.

Within this context, many countries are both unaware of the risks affecting their heritage and unprepared to address them. Furthermore, the capacity to respond quickly is often lacking and this in turn results in lost opportunities to control and reduce the extent of the damage.

UNESCO Member States have identified the need to protect culture and promote cultural pluralism in emergencies related to conflicts and disasters caused by natural or human-made hazards, with the overall purpose to strengthen peace, security and resilience, as a strategic priority for UNESCO (the 'Organization').

In this framework, UNESCO has been asked to support Member States' efforts to improve their preparedness and response capacity to prevent, mitigate and recover the loss of cultural heritage and diversity as a result of conflicts and disasters.

1.2/

THE HERITAGE EMERGENCY FUND: A TOOL TO PROTECT AND PROMOTE CULTURE IN CRISES

In order to address these issues and to harness the potential of heritage for resilience and social stability, the **Heritage Emergency Fund** (HEF, or the 'Fund'), a multidonor fund for the protection of culture in emergency situations, was established in 2015. The Fund is a pooled, non-earmarked funding mechanism, conceived as a flexible means of enabling the Organization to respond more effectively to crises. UNESCO Member States, international organizations and private individuals can contribute to it.

The Fund is managed in the framework of a **programme for Emergency Preparedness and Response**, whose twofold objective is to assist Member States in protecting culture from disasters and conflicts by more effectively preparing for and responding to emergency situations, and to highlight the strategic role of culture in building social cohesion, stability and peace. The programme's activities are structured around two key stages of the disaster management cycle: preparedness and response. The programme also involves initiatives for outreach, communication and the mobilization of resources.

The Fund's mandate is to address, through short-term and first-aid activities, the critical needs that arise between the occurrence of an emergency and the implementation of long-term and large-scale recovery projects. It thus fills a strategic gap, as it supports critical interventions that rely upon funding immediately available and in standby, and that, as a result, cannot be sustained under traditional financing mechanisms, which are based upon planning processes that take time. By filling this gap, the HEF plays a role as a catalyst of further funding, as those interventions provide the necessary baseline information for the development of recovery projects.

The **Emergency Preparedness and Response (EPR) Unit**, located within the Culture and Emergencies entity in the UNESCO Culture Sector, serves as the Secretariat of the Heritage Emergency Fund and coordinates the Sector's Emergency Preparedness and Response programme.

The HEF finances activities that address **emergencies concerning culture**, defined as follows: situations of imminent threat to heritage, resulting from natural or human-made hazards, including armed conflict, in which a Member State finds itself unable to overcome the severe consequences of the situation on the protection, promotion and transmission of heritage or on efforts to foster creativity and protect the diversity of cultural expressions, and where immediate action is required.

The HEF is a key mechanism for the implementation of the **Strategy for the Reinforcement of UNESCO's Action for the Protection of Culture and the Promotion of Cultural Pluralism in the Event of Armed Conflict**, the related **Addendum concerning emergencies associated with disasters caused by natural and human-induced hazards**, adopted by the UNESCO General Conference in 2015 and 2017 respectively, and the **Action Plan** for their implementation, adopted by the Executive Board in 2017 and covering the time span 2015-2021. The Strategy orients the work of the Organization along two key objectives: on one hand, strengthening the ability of Member States to prevent, mitigate and recover from the loss of cultural heritage and diversity as a result of conflict; and, on the other, incorporating the protection of culture into humanitarian action, security strategies and peace building processes. The Strategy also defines priority areas of action and identifies the resources required for their implementation.

For the first time, the regular programme and budget of UNESCO for 2018-2021 (39 C/5) includes an **Expected Result (ER5) dedicated to culture in emergency situations**: *'Culture protected and cultural pluralism promoted in emergencies through better preparedness and response, in particular through the effective implementation of UNESCO's cultural standard*

setting instruments'. The inclusion of emergency preparedness and response in the 39 C/5 ensures the alignment and coherence of the HEF with the priorities of UNESCO as set by its Member States, thus strengthening its legitimacy and relevance as the main financial instrument of the Organization in this critical area of work.

A **Results Framework** for the HEF has been developed for the 2018-2019 biennium, building on ER5 and on the objectives of the Strategy.

The Heritage Emergency Fund finances activities falling within the domains of the **six UNESCO Culture Conventions**, and associated programmes, thus supporting their implementation.

Activities are implemented by both **UNESCO Headquarters** (Emergency Preparedness and Response Unit and the Secretariats of the six Culture Conventions) and **Field Offices**, combining global initiatives and country-based interventions. The latter, in particular, are defined based on the criteria of urgency, income,¹ relevance of the proposed activity and geographical balance.

In accordance with the Financial Regulations of the Heritage Emergency Fund, the **Director-General of UNESCO** decides on the allocation of its resources.

A **Donors' Advisory Group**, co-chaired by the Assistant Director-General for Culture and a representative of a donor country, currently H.E. Mr Khalifa Jassim Al-Kuwari, Director General of the Qatar Fund for Development, meets once a year to share information and best practices on the implementation of the activities supported by the HEF, and to offer advice related to the HEF's strategy, fundraising, reporting, branding and communication approaches.

1. The activities implemented should prioritize a Least Developed Country or Low Income Economy as defined by the United Nations Economic and Social Council's Committee for Development Policy, or a Lower Middle Income Country as defined by the World Bank.

CHAPTER 2

PREPAREDNESS**2.1/
TECHNICAL
ASSISTANCE****2.1.1 Development of emergency preparedness and response plans for the Sudanese National Museum and two World Heritage properties in Sudan****KEY ACHIEVEMENTS**

- ▶ Capacities of Sudanese authorities and cultural institutions on Risk Management for culture reinforced
- ▶ Risk Assessment Reports, Risk Registries, Risk Management Strategies and Lists of Priority Mitigating Actions for the Sudanese National Museum and Jebel Barkal and Meroe Island World Heritage properties developed

In the context of ongoing destruction, looting and damage in several countries of the Arab Region affected by conflicts and political instability, the Department of Antiquities and Museums of Sudan sought the support of UNESCO in order to mitigate key security-related risks at its National Museum and at two cultural World Heritage properties.

The Sudanese National Museum, opened in 1971, is the centre of the cultural life of the country and an important touristic attraction. It houses a rich collection of archaeological objects and mural paintings, resulting from the famous Nubian campaign launched by UNESCO in the 1960s. However, due to lack of resources and unstable security conditions, its rich collections are at risk and require the adoption of urgent safeguarding measures.

Similarly, the two World Heritage properties of 'Gebel Barkal and the Sites of the Napatan Region' and the 'Archaeological Sites of the Island of Meroe', inscribed respectively onto the World Heritage List in 2003 and 2011, are threatened by potential vandalism, looting,



▲ THE SUDANESE NATIONAL MUSEUM
© UNESCO

illegal excavations and intentional destruction, as well as natural hazards. The protection of these sites is challenged by the lack of appropriate resources as well as by their specific morphology, including their isolated locations and large size.

In this context, the HEF supported the organization of a three-day workshop in April 2019 on 'General Principles of Risk Management for Culture', targeting 18 management staff of Sudanese museums and World Heritage properties (including 5 women). As a follow-up to the workshop, expert missions were dispatched to the National Museum and at the two World Heritage properties, in order to assess vulnerabilities, risks and threats for each heritage component and to identify targeted risk-mitigation strategies. A final workshop was organized in October 2019, where the outcomes of the risk assessments were presented and discussed with 42 participants (including 23 women) representing the Sudanese World Heritage properties and museums.

The activities supported through the HEF facilitated the sensitization of local stakeholders on the inclusion of emergency preparedness and response measures into broader management plans. Moreover, they provided national authorities with risk management strategies, including a list of priority mitigation measures and actions that might constitute a concrete basis for catalysing additional funds in view of the enhancement of the security conditions of the targeted sites.

2.1.2 Development of an emergency preparedness plan for the World Heritage property of 'Petra' (Jordan)

KEY ACHIEVEMENTS

- ▶ Integrated hydrologic-hydraulic model of the Wadi Musa watershed for the identification of flash-flood risk mitigation measures at the World Heritage property of 'Petra' (Jordan) developed

The World Heritage property of Petra is located at the downstream end of the Wadi Musa Catchment Basin and has been highly exposed to floods risk since antiquity. More recently, the complexity of the site's hydro-morphology and geology along with the higher likelihood of weather extremes due to climate change has increased the probability of flash floods on a yearly basis. During 2018, two flash floods struck the World Heritage Site. On 27 April, the floodwater flow headed directly towards the 'Siq' canyon, a situation that created serious risks for the heritage site and endangered the lives of 6,000 tourists; on 9 November, another flood event occurred and more than 3,700 tourists had to be evacuated after being trapped at the site.



▲ TOPOGRAPHIC SURVEY OF THE CHANNEL WADI AS-SIYYAGH © UNESCO

In 2019, in response to a request of the Petra Development and Tourism Region Authority (PDTRA) and with the support of the Heritage Emergency Fund, UNESCO engaged in the development of an integrated hydrologic-hydraulic model of the Wadi Musa watershed based on a thorough hydrological and hydraulic study of the area and the collection of available baseline data. The model represents a comprehensive and detailed description of the current hydrologic situation and the final step of thorough analysis and study phases, during which all the necessary data and findings were collected and uploaded into one model. It will be used as a dynamic tool to allow PDTRA to conduct simulations and assessments of different flash flood risk-mitigation scenarios, facilitating the efficient planning of interventions.

This represented the first-ever comprehensive assessment of the meteorological, topographic and climatic data available at PDTRA and other Jordanian institutions, leading to the definition of a baseline data set that would represent a useful input to any other study or project related to the protection of Petra.

The project will conclude in 2020 with the provision of a set of preliminary designs for structural flash-flood risk-mitigation interventions that will provide PDTRA with a roadmap to plan the next steps. The preliminary designs will be derived from the outcomes of the study and modelling phases, informed by the most compatible criteria that should be adopted within and around a World Heritage property to ensure the preservation of its Outstanding Universal Value.

The final outputs of the activity will be reported in the HEF Annual Progress Report for 2020.

2.1.3 Cultural heritage risk mapping at the World Heritage property of 'Prambanan Temple Compounds' (Indonesia)

KEY ACHIEVEMENTS

- ▶ Cultural heritage (tangible and intangible) data from the World Heritage property of Prambanan Temple Compounds and surrounding heritage areas, collected and integrated in Indonesia's national hazard mapping portal
- ▶ Capacities of local partners, including students and community representatives, in digital and information technology and its contribution to cultural heritage preservation, raised



The successive earthquakes that struck Palu and Lombok in 2018 revealed that cultural heritage is not systematically integrated in disaster preparedness, response and recovery processes in Indonesia. One of the main driving factors behind such segmentation can be attributed to the low availability of data on cultural heritage at the level of disaster risk management (DRM) agencies.

As part of a national effort to strengthen disaster preparedness, the Indonesian National Board for Disaster Management (BNPB) launched an initiative in collaboration with relevant ministries to assess the vulnerability of public institutions to disasters by incorporating locational data into the Government's hazard mapping portal (InaRISK).

In the framework of the BNPB's initiative, the HEF supported a pilot mapping exercise at the World Heritage property of 'Prambanan Temple Compounds', and the surrounding heritage areas, to collect and integrate relevant cultural heritage data (tangible and intangible) into the InaRISK portal.

In close collaboration with the BNPB and the Ministry of Culture, UNESCO deployed a technical team across active faults in the targeted area to collect the necessary data, including:

- Hazard risk around cultural heritage sites
- Location of cultural heritage structures and communities of practitioners of intangible cultural heritage (ICH)
- Vulnerability of cultural heritage structure and ICH communities.

▲ **'MBAH SUPARMAN', ALIAS KI SUTIKNO HADI, A LOCAL ARTIST FROM BUGISAN VILLAGE (PRAMBANAN AREA) PLAYING THE TRADITIONAL INSTRUMENT 'PRING SEDAPUR' MADE FROM BAMBOO AND WOODEN MATERIALS** © UNESCO / F. Pamor Putranto

The technical team consisted of students from the Gajah Mada University (UGM) (22 men and 8 women), who were accompanied by site managers and community representatives (16 men and 5 women).

The following data was collected and integrated into the InaRISK portal:

- 3D photos, vulnerability index and damage cost estimation for seven key temples of the World Heritage property of Prambanan Temple Compounds
- 1:25,000 scale maps with estimation of earthquake threat in 10, 50, 100, 200 and 500 years for the targeted area
- 140 ICH elements across three villages located in the temple areas of Prambanan.

Following the completion of the pilot, a workshop was organized on 9 December 2019, bringing together the BNPB, Ministry of Culture and technical partners to share the results of the data collection exercise. Key recommendations for follow-up were also agreed upon, including the need for continued collaboration between the BNPB and the Ministry of Culture in pursuing the replication of the mapping exercises in other key heritage areas in the country, and the development of a DRR policy and plan for the property and surrounding heritage areas.

2.1.4 Risk assessment of petroglyphs in Upper Mustang (Nepal)

KEY ACHIEVEMENTS

- ▶ Capacities of Nepalese national and local authorities reinforced and technical assistance for the implementation of emergency preparedness and risk mitigation interventions on cultural heritage provided
- ▶ Scientific documentation and mapping of petroglyphs at Ekleybhatti, Chhusang and Samar in Mustang completed
- ▶ Awareness among local and national stakeholders on the cultural value and touristic potential of petroglyphs sites at Ekleybhatti, Chhusang and Samar in Mustang raised

Following the earthquake that struck Nepal in 2015, the Department of Archaeology (DoA) of the Ministry of Culture, Tourism and Civil Aviation of Nepal undertook a set of rehabilitation efforts aimed at mitigating potential threats and risks to the country's cultural heritage. In this framework, an initial DoA-UNESCO fact-finding mission had been organized in February and March 2018 to assess the situation of petroglyphs at Ekleybhatti, Chhusang and Samar in Mustang.

The findings of the mission showed that several petroglyph sites in the Upper Mustang area of Nepal are at high risk of disappearing very soon due to

▼ **THE MISSION TEAM TAKING THE MEASUREMENT OF ONE OF THE BIG PETROGLYPH PANELS IN SAMAR**
© UNESCO

their exposure to natural hazards, such as floods, landslides and earthquakes, and to their fragile geolocation. In addition, human activity is contributing to unintentional damage and destruction due to the low level of awareness among the local community and visitors on the significance of the petroglyphs. Moreover, many petroglyph sites have only been recently discovered and their exact locations have not yet been recorded, increasing the risk of their irreversible loss.

The activity supported by the HEF aimed at complementing the existing efforts of the DoA to map and document petroglyphs under threat by employing modern tools and techniques, such as drones, photogrammetry and videography. The organization of on-site visits enabled detailed measurements and high-quality pictures to be taken, as well as drone surveys to map and capture various details of the petroglyphs and their surrounding landscapes, while identifying related risks and threats. The information gathered during the field survey resulted in the successful production of 3D models of the three sites, scientific mapping and documentation, as well as a communication video of the petroglyphs with testimonies of key stakeholders.

These documentation materials included information concerning the location, position, nature and setting of the petroglyphs, which are essential to plan appropriate protection and risk mitigation strategies. Moreover, UNESCO supported local authorities, and particularly the DoA, in adapting these modern tools and techniques to the systematic documentation of cultural heritage. The output data of the activity will be integrated into Nepal's cultural heritage information management system.



UNESCO's intervention helped raise the attention and increase the awareness of the wider community, both national and international, on the historical and cultural value of this type of heritage. The collection of testimonies from the local population and the involvement of the community members through stakeholders' meetings enhanced the sense of local ownership of the petroglyphs, contributed to cultural heritage education and improved the sites' presentation. In the medium and long term, enhanced opportunities for a more sustainable and aware tourism are expected to generate an increase in related income for the local population.

One of the major achievements of the activity was the identification of key areas and components in need of urgent intervention in each of the three sites, with a view to develop a full-fledged project to raise funds for immediate and long-term recovery actions. This sensitized local authorities on the opportunities that might come with the preservation and promotion of the petroglyphs and stimulated their commitment to invest in safeguarding activities.

2.1.5 Risk assessment of built heritage in Gyumri (Armenia)

KEY ACHIEVEMENTS

- ▶ Risk assessment of the cultural heritage structures of Gyumri completed
- ▶ Technical report outlining the key findings of the mission and recommendations to strengthen the resilience of Gyumri's cultural heritage to future earthquakes developed

The City of Gyumri in Armenia is located in a highly seismic area crossed by several faults at the convergence of the Arabian and Eurasian tectonic plates. The cultural heritage of the city is mainly associated with the period dating between 1804 and 1924, and comprises a historic district (the 'Kumayri District') with over 1,200 buildings and monuments spread across approximately 1,000 hectares. In 1926 and 1988, the city was struck by major earthquakes, which affected most of the historic buildings, with the 1988 earthquake resulting in up to 17,000 casualties in Gyumri alone.

At the request of the Government of Armenia, and with the support of the HEF, UNESCO deployed a mission to Gyumri from 19 to 24 August 2019. The purpose of the mission – which was conducted by a UNESCO staff member and an expert in structural engineering, in close consultation with the Armenian authorities – was:



▲ **MANY OF GYUMRI'S HOUSES, HEAVILY DAMAGED BY THE EARTHQUAKE, WERE REPAIRED BY THE INHABITANTS AND CONTINUED TO BE USED**
© UNESCO / G. Boccardi

- To understand the main gaps and needs related to the protection of the built cultural heritage of Gyumri from the risk of earthquakes
- To develop recommendations for the local and national authorities aimed at preventing and mitigating the impact of a future possible earthquake
- To define, in close consultation with the responsible authorities, the scope of a pilot activity aimed at preventing or mitigating the impact of an earthquake on the city's cultural heritage.

In addition to assessing the city's individual cultural heritage structures, the mission met with various national and local authorities and stakeholders in order to assess the legal, institutional, technical and financial systems in place to protect cultural heritage from the risk of disasters, notably earthquakes.

At the end of the mission, a technical report was developed and shared with the Armenian authorities. Structured around the four priority areas of the *Sendai Framework*, the report outlined the mission's key findings – including the main observations of the risk assessment – and outlined recommendations to strengthen the resilience of Gyumri's cultural heritage to future earthquakes.

2.2/

TRAINING ACTIVITIES

2.2.1 Training on 'Building Disaster Resilience for Cultural Heritage' in Viet Nam

KEY ACHIEVEMENTS

- ▶ Capacities of representatives of Vietnamese governmental entities and cultural institutions in identifying and implementing coordination mechanisms for disaster preparedness and response for cultural heritage reinforced
- ▶ Reporting framework on DRR for cultural heritage between the MOCST and managers of World Heritage properties in Viet Nam established

Seeking to implement the four priorities for action outlined in the *Sendai Framework*, a national workshop on 'Building Disaster Resilience for Cultural Heritage' was organized by UNESCO and ICCROM in Hanoi, Viet Nam, from 10 to 12 July 2019. Supported by the HEF, the aim of the workshop was to bring

together representatives from the different cultural authorities and institutions of Viet Nam to raise awareness and understanding of the impacts of disasters on national cultural heritage.

The workshop resulted in the reinforcement of the capacities of 37 representatives (including 21 women) of governmental entities – including the Ministry of Culture, Sport and Tourism (MOCST) – cultural institutions, museums, and World Heritage properties, in the identification and implementation of coordination mechanisms for disaster preparedness and response for cultural heritage. During the workshop, participants had the opportunity to apply first aid to cultural heritage techniques through flood simulation exercises at the World Heritage property of the 'Central Sector of the Imperial Citadel of Thang Long'.

At the end of the workshop, participants identified the urgent need to implement concrete actions on the ground, and committed to undertake five key actions at their respective institutions and sites: 1) to investigate and identify the current risks to cultural heritage; 2) to develop plans for DRR and emergency preparedness and response for cultural heritage; 3) to report on the DRR plan to relevant stakeholders and make recommendations; 4) to conduct trainings and develop communication campaigns; and 5) to coordinate DRR efforts with relevant governmental agencies.

With the aim of monitoring progress following the workshop, UNESCO organized a subsequent workshop in Hanoi on 14 November 2019, to review progress and share experiences and lessons learned. The workshop was attended by 33 people (including 13 women). With reference to the five key actions mentioned above, most participants reported that actions 1, 2 and 3 had been successfully completed, while a few were able to organize comprehensive trainings and to develop communication campaigns (action 4). It was found that participants faced the most challenges in implementing coordination systems for DRR with relevant governmental agencies (action 5). To this end, the MOCST, in close cooperation with UNESCO, established a reporting framework with the managers of the targeted World Heritage properties in order to better sustain management and information sharing around DRR in the future, and has appointed responsible officers to monitor the activities and ensure follow-up.

To complement funding under the HEF, the MOCST, through the Vietnam Cultural Heritage Fund, provided in-kind contributions equivalent to US\$3,000 to co-organize the monitoring workshop.



▲ PARTICIPANTS COLLECTING AND EVACUATING OBJECTS DURING THE FLOOD SIMULATION EXERCISE
© UNESCO

2.3/ STUDIES AND RESEARCH

2.3.1 UNESCO-OHCHR study on a human right-based approach to the safeguarding of cultural heritage and diversity in humanitarian, security and peace processes

KEY ACHIEVEMENTS

- ▶ Study on a human rights-based approach to the safeguarding of cultural heritage and cultural diversity in humanitarian action, security strategies as well as peacekeeping and peacebuilding processes developed

In cooperation with the Office of the High Commissioner for Human Rights (OHCHR), a study on a human right-based approach to the safeguarding of cultural heritage and cultural diversity in humanitarian action, security strategies as well as peacekeeping and peacebuilding processes was finalized.

This activity was developed as a direct outcome of the Intersessional seminar on cultural rights and the protection of cultural heritage, organized in 2017 by the UN High Commissioner for Human Rights upon request of the Human Rights Council as per its Resolution 33/20, in which UNESCO participated. The development of a study represents the first phase for the implementation of one of the recommendations made in the context of the Intersessional seminar, that the OHCHR and the Special Rapporteur collaborate with UNESCO to jointly develop a 'manual for the adoption of a human rights-based approach to the protection of cultural heritage targeted at practitioners in the human rights, humanitarian, security and peacebuilding fields'.

The study includes a recommendation for setting up a pilot coordination group for the development of the manual. The coordination group would go beyond the core membership of UNESCO and OHCHR staff to also include humanitarian practitioners at both the field and HQ levels and help steer the integration of the development of tools, strategic engagement and the consolidation of a community of practice. The study

also identifies specific opportunities for including culture and cultural rights in humanitarian training and capacity-building initiatives.

2.4/ PARTNERSHIP COORDINATION AND ADVOCACY

2.4.1 World Bank

KEY ACHIEVEMENTS

- ▶ Cooperation with the World Bank strengthened and awareness of the importance of culture in recovery raised

The fourth edition of the World Reconstruction Conference (WRC4) was held in Geneva on 13-14 May 2019 with the theme 'Inclusion for Resilient Recovery,' and focused on the inclusion of marginalized groups in terms of participation and consultation during assessment, planning and decision-making processes to ensure no one is left behind and to achieve more equitable recovery outcomes.

The World Reconstruction Conference is a global forum that provides a platform for policymakers, experts and practitioners from governments, international organizations, community-based organizations, the academia and the private sector from both developing and developed countries to come together to collect, assess and share experiences in disaster recovery and reconstruction and take the policy dialogue forward.

The Conference, which brought together more than 1,000 stakeholders, practitioners and policymakers from across the disaster recovery landscape, was jointly organized by the United Nations Development Program (UNDP), the World Bank (WB) and the European Union (EU) in conjunction with the 6th Global Platform for Disaster Risk Reduction (GPDRR), convened by the UN Office for Disaster Risk Reduction (UNDRR).

The HEF supported the participation of the Director of the Culture and Emergencies entity of the Culture

Sector in the technical session 'Fostering Social Inclusion through Culture in City Reconstruction and Recovery', co-organized with the World Bank. In this context, the UNESCO-World Bank position paper on 'Culture in City Reconstruction and Recovery' was showcased. This resulted, on one hand, in the strengthening of collaboration with this strategic partner and, on the other, in raising awareness of the pivotal role that culture plays in recovery.

2.4.2 International Committee of the Red Cross

KEY ACHIEVEMENTS

- ▶ Partnership between UNESCO and ICRC reinforced
- ▶ Awareness raised on the importance of protecting cultural heritage and ratification of the 1954 Convention and its two Protocols promoted among 14 Member States

The HEF enabled UNESCO to be a partner in the organization of the 8th edition of the International Committee of the Red Cross's (ICRC) Regional Conference on International Humanitarian Law (IHL) in Asia and Pacific. The Conference, which took place from 24 to 26 September 2019 in Bali (Indonesia), was dedicated to the protection of cultural property and commemorated the 70th anniversary of the four 1949 Geneva Conventions, as well as the 20th anniversary of the 1999 Second Protocol to the 1954 UNESCO Convention.

▼ **PARTICIPANTS IN THE 8TH REGIONAL CONFERENCE ON INTERNATIONAL HUMANITARIAN LAW IN ASIA AND PACIFIC, JOINTLY ORGANIZED BY UNESCO AND ICRC ON 24-26 SEPTEMBER 2019 IN BALI (INDONESIA) © UNESCO**

The Conference was organized within the framework of the Memorandum of Understanding (MoU) signed between UNESCO and the ICRC in 2016. The primary objectives of the event were to raise awareness about the importance of the protection of cultural property in situations of both armed conflicts and natural disasters, promote the ratification of the 1954 Convention and its two Protocols among Asia and Pacific States, and highlight the synergies between different instruments of IHL.

Nine panel discussions were held on various topics, such as an overview of the international protection regime for cultural property, the relevance and effectiveness of the 1999 Second Protocol, national implementation measures designed to protect cultural property, and the role of armed forces and civil-military cooperation, as well as the role of law enforcement agencies in countering the illicit trafficking of cultural property. National best practices were shared by speakers from Cambodia, China, France, Indonesia, Japan and the United Kingdom.

More than 50 State officials from the Ministries of Foreign Affairs, Defence, Culture, Justice and the Attorney General's Chambers from 14 countries (Brunei Darussalam, Cambodia, China, Fiji, Indonesia, the Republic of Korea, the Lao People's Democratic Republic, Malaysia, Mongolia, Myanmar, the Philippines, Thailand, Timor-Leste and Viet Nam) attended the Conference, making it the first major joint UNESCO-ICRC event since the signing of the MoU.

The Conference offered an opportunity for the participating countries to gather and exchange ideas and points of view at the regional level, as well as to present the positions of their Governments vis-à-vis the ratification of the 1954 Hague Convention and its two Protocols. Moreover, in the framework of the Conference, bilateral meetings were held between UNESCO's representatives and State Delegations,



which were useful to provide the latter with a better understanding of the accession process to the UNESCO Cultural Conventions. For instance, over the course of the Conference, the Representatives of Fiji reiterated the country's intention to accede to the 1954 Convention and its Protocols in the coming months.

2.4.3 International Alliance for the Protection of Heritage in Conflict Areas (ALIPH)

KEY ACHIEVEMENTS

- ▶ Cooperation between UNESCO and ALIPH on the protection of cultural heritage in conflict areas strengthened

In 2019, cooperation was strengthened between UNESCO and the International Alliance for the Protection of Heritage in Conflict Areas (ALIPH). The HEF notably supported, through the recruitment of an Associate Project Officer, the development of an MoU between the Organization and ALIPH, strengthening the two organizations' cooperation and mutual objectives. The agreement establishes the basis for reinforced support by ALIPH in the implementation of UNESCO's Cultural Conventions for the protection of built and living heritage in conflict areas.

Furthermore, the HEF supported the development and the approval process of the project 'Safeguarding the Archaeological Remains and Minaret of Jam, Afghanistan' (US\$1.9 million), the first UNESCO project supported by ALIPH, and the development of a second project on 'Reconstruction and rehabilitation of the built heritage of Bandiagara' (Mali) at the end of 2019.

2.4.4 Coordination of expert network to support the documentation and mapping of Syrian cultural resources at risk in Northern Lebanon

KEY ACHIEVEMENTS

- ▶ Network of individual experts and representatives of development and humanitarian organizations to lead future actions relating to the safeguarding of Syrian cultural resources at risk established



▲ UNESCO'S ASSISTANT DIRECTOR-GENERAL FOR CULTURE, MR ERNESTO OTTONE R., AND ALIPH'S EXECUTIVE DIRECTOR, MR VALÉRY FRELAND, SIGN A MOU ON 11 OCTOBER 2019

© UNESCO / Luis Abad

- ▶ Project proposal on 'Supporting Cultural Resources among Forcibly Displaced Syrians in Lebanon' developed and to be presented to donors for future funding

The documentation and mapping of Syrian cultural resources at risk was a component of the EU-UNESCO project 'Protecting Cultural Heritage and Diversity in Complex Emergencies for Stability and Peace', whose implementation period ended on 30 September 2019. The project's component concerning Syria aimed to support the realization of cultural rights and to foster social cohesion and stability among communities affected by the Syrian armed conflict, notably through the development of a methodology and a training to collect and map the cultural resources of displaced Syrian communities in Northern Lebanon. It is estimated that approximately 300 Syrian refugees, experts and members of non-governmental organizations (NGOs) and UN organizations were involved in the implementation of the project's activities.

In this context, and with the view to build on the project's momentum and results, the HEF supported the establishment of a network of individual experts and representatives of development and humanitarian organizations in order to continue supporting the project's overarching aims and to lead, in a coordinated matter, future actions relating to the safeguarding of Syrian cultural resources.

The expert network, consisting of 8 individual experts (including 6 women) and 4 organizations, was successfully established in December 2019.

Subsequently, UNESCO organized a number of meetings with the expert network in order to discuss the scope of possible future actions aimed at enhancing the preparedness of displaced Syrian communities and the safeguarding of their cultural resources.

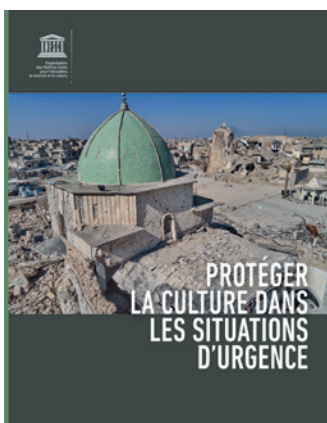
As a result of the meetings, a project proposal on *'Supporting Cultural Resources among Forcibly Displaced Syrians in Lebanon'* was developed, which builds on the achievements of the EU-UNESCO project, while identifying new opportunities for strengthened collaboration and implementation modalities among institutions identified by the expert network. It is intended for the project proposal to be presented to a number of donors in order to receive funds for its implementation in 2020-21.

2.5/ AWARENESS-RAISING MATERIALS

2.5.1 Brochure 'Protecting Culture in Emergencies'

KEY ACHIEVEMENTS

- ▶ Brochure 'Protecting Culture in Emergencies' produced in French and Spanish



▲ THE FRENCH VERSION OF THE BROCHURE 'PROTECTING CULTURE IN EMERGENCIES' © UNESCO

The brochure 'Protecting Culture in Emergencies' is an awareness-raising tool showcasing the different aspects of UNESCO's action for the protection of culture in crises. It highlights how, by protecting cultural heritage and promoting cultural pluralism in emergency situations, the

Organization contributes to protecting human rights, preventing conflicts and building peace, upholding international humanitarian law and strengthening the resilience of communities.

In 2018, a second edition of the brochure was produced in English and, in 2019, the French and Spanish versions were developed. The release of the Arabic version is planned for 2020.

2.5.2 Webpage 'Culture in Emergencies'

KEY ACHIEVEMENTS

- ▶ Awareness of Member States on the importance of protecting cultural heritage in emergency situations raised through the ongoing updating of a webpage

The UNESCO webpage on 'Culture in Emergencies' presents information on the Sector's work in the areas of preparedness and response to emergencies related to conflicts and disasters. It showcases activities implemented by the Secretariats of the six Culture Conventions, the Emergency Preparedness and Response Unit and Field Offices.

The webpage was regularly updated throughout the year with new text, additional materials and news in English and French, and had 8,067 views.

2.6/ AWARENESS-RAISING EVENTS

2.6.1 Abu Dhabi Culture Summit

KEY ACHIEVEMENTS

- ▶ Awareness raised among Member States, partners and beneficiaries on tools and services developed and provided by UNESCO in the area of disaster risk reduction

The second edition of the Abu Dhabi Culture Summit was organized by the Department of Culture and Tourism of Abu Dhabi from 7 to 11 April 2019.

Gathering over 1,000 leaders in arts, heritage, media, museums and public policy, its purpose was to advocate for a central and strategic role for culture in the contemporary world.

UNESCO was asked to lead the thematic area on heritage, and four culture-related organizations and institutions were also involved: *The Economist* led the sessions on media, the Royal Academy of Arts the sessions on arts, and the Guggenheim Museum and Foundation the sessions on museums.

UNESCO organized four panel discussions concerning the importance of cultural heritage preservation in crises, the role of heritage in post-crisis reconstruction, the relevance of new technologies to support heritage in emergencies, and the identification of new actors in post-conflict and post-disaster recovery. Three workshops were held on the rehabilitation of the National Museum of Brazil, UNESCO's 'Revive the Spirit of Mosul' initiative, and the documentation of cultural heritage in emergencies.

Speakers for these sessions were selected among key UNESCO partner institutions in this thematic area, such as the North Atlantic Treaty Organization (NATO), the International Committee of the Red Cross (ICRC), the United Nations Institute for Training and Research's Operational Satellite Applications Programme (UNOSAT-UNITAR) and the International Alliance for the Protection of Heritage in Conflict Areas (ALIPH).

The HEF supported the coordination of these sessions by the EPR Unit and the participation of the Director of the Culture and Emergencies entity of the Culture Sector and a staff member of the EPR Unit. This resulted in increased international awareness of the importance to preserve heritage in emergencies and visibility to UNESCO's work in this strategic area, notably in relation to the implementation of operations at country level and the strengthening of partnerships with international humanitarian and security actors.

2.6.2 World Forum for the Culture of Peace

KEY ACHIEVEMENTS

- ▶ Awareness on the role and potential of UNESCO in building peace raised among several international institutions and professionals
- ▶ Cooperation between UNESCO and the International Peace Institute (IPI) reaffirmed



▲ UNESCO-LED SESSION ON THE IMPORTANCE OF CULTURAL HERITAGE PRESERVATION IN CRISES, IN THE CONTEXT OF THE ABU DHABI CULTURE SUMMIT 2019
© UNESCO

Thanks to the support provided by the HEF, and with a view to promote the central role of culture in broader peacekeeping and peacebuilding efforts, UNESCO participated in the World Forum for the Culture of Peace, which took place on 13 June 2019 at the International Court of Justice in The Hague (Netherlands). The Forum was organized by the Abdulaziz Saud Albabtain Cultural Foundation, in partnership with the International Peace Institute (IPI), ICRC, the Carnegie Foundation/Peace Palace and the University of Leiden.

The discussion on the main theme of this international symposium, 'Peace Education for the Protection of Cultural Heritage', was structured around three consequent thematic panels (on 'Education and the Protection of Cultural Heritage', 'Protecting Cultural Heritage (Iraq and Yemen)' and 'Promoting the Culture of Peace through Education (Central Republic of Africa)') and a closing session, entitled 'Moving Forward: Culture of Peace Manuals'.

The presence of UNESCO representatives at this international conference reaffirmed the crucial role that the Organization can play in conflict-related contexts by protecting cultural heritage and promoting cultural pluralism and intercultural dialogue through education. This was also the occasion to display the aims and results of the 'Revive the Spirit of Mosul' initiative, which has been supported by the HEF in the past years.

UNESCO took this opportunity to strengthen its cooperation with the IPI, especially in view of the organization of the next edition of the World Forum for the Culture of Peace.

2.6.3 Event on the occasion of the International Day for Disaster Reduction

KEY ACHIEVEMENTS

- ▶ Awareness on tools and services developed and provided by UNESCO in the area of disaster risk reduction raised among Member States, partners and beneficiaries

Disasters induced by natural and technological hazards affect millions of people every year worldwide, but much of their impact can be reduced through proactive measures and planning. The International Day for Disaster Reduction, held each year on 13 October, celebrates how people and communities around the world are reducing their exposure to disasters.

The theme for 2019 was based on Target (d) of the Sendai Framework for Disaster Risk Reduction 2015-2030: 'Substantially reduce disaster damage to critical infrastructure and disruption of basic services, among them health and educational facilities, including through developing their resilience by 2030'.

▼ **CUIDAMOS NUESTRAS VIDAS EN LA ESCUELA (1ST PRIZE PRE-SCHOOL CATEGORY). INSTITUCION EDUCATIVA INICIAL N°119 'FELIPE ALVA Y ALVA', CHICLAYO, PERU**
© UNESCO

With support from the HEF, UNESCO organized at its Headquarters in Paris an event on 16 October 2019 to mark the International Day for Disaster Reduction. The event – which was attended by representatives of Member States, institutional partners, and beneficiaries – introduced the tools and services developed and provided by UNESCO in the area of disaster risk reduction, and how these are contributing to fostering a conceptual shift from thinking about post-disaster reaction to pre-disaster action, and thus strengthening the capacities of communities in managing disaster and climate risk.

The event also announced the winners of the art contest 'My School Protects Me' launched by UNESCO through its Associated Schools Network (ASPnet). Through the art contest, UNESCO aimed to encourage all users of learning facilities to think about the importance of protecting students and ensuring that they can pursue their education in a safe learning environment. The voice and perspective of children and young people, and their relationships with their own schools, represent an invaluable contribution to discussions and efforts at local, national and international levels for making schools safer and more resilient.



CHAPTER 3 RESPONSE

3.1/ ASSESSMENT AND ADVISORY MISSIONS

3.1.1 Setting up of the Rapid Response Mechanism for Culture in Emergencies

KEY ACHIEVEMENTS

- ▶ UNESCO Roster for Culture in Emergencies set up
- ▶ Two online training modules for Roster members developed

The HEF has been supporting the setting up of the UNESCO Rapid Response Mechanism (RRM) for Culture in Emergencies since its endorsement by the 201st session of the Executive Board in 2017. In the framework of the RRM, which has also received support by the Instrument for Stability and Peace

of the EU, experts in 13 different domains related to culture, inscribed on a pre-approved Roster, will be deployed at short notice to countries affected by conflicts or disasters in order to conduct damage assessments, emergency consolidation and urgent safeguarding interventions.

In 2019, the following activities were implemented:

1. Setting up of the UNESCO Roster for Culture in Emergencies, through the following steps:
 - a. **Definition of generic profiles:** 13 profiles, with expertise in support to the rehabilitation of different types of cultural heritage, were identified (**see table below**), and corresponding generic job descriptions were defined, based on extensive consultations with UNESCO Field Offices operating in areas affected by conflicts and disasters.
 - b. **Setting up an online platform for hosting the Roster:** The structure and contents of an online platform (conceived as an application tool for candidates, and database for emergency response coordinators at UNESCO) were defined, and the platform was set up.

UNESCO ROSTER FOR CULTURE IN EMERGENCIES	
AREA OF EXPERTISE	PROFILE
Cross-cutting	Coordination Officer
	Cultural Economist
	Cultural Anthropologist/Cultural Rights Specialist
Built Heritage and Sites	Built Heritage Expert
	Structural Engineer with Built Heritage Expertise
	Digital Documentation Specialist
	Archaeologist
	Underwater Archaeologist
Movable Heritage	Museologist, Art Historian, Collections Expert
	Archivist, Librarian or Documentary Heritage Specialist
	Material/Object Conservator (different types)
	Illicit Trafficking of Antiquities Specialist
Intangible Cultural Heritage	Intangible Cultural Heritage Specialist

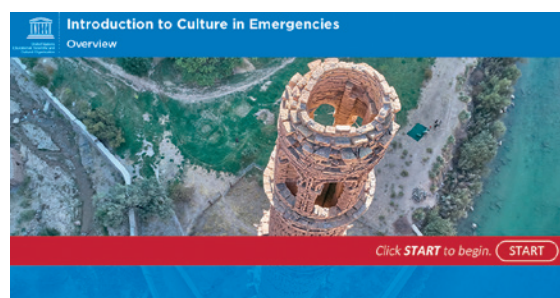
- c. Launch of a call for expressions of interest:** A call for expressions of interest for recruitment on the Roster was launched and disseminated among UNESCO networks. 162 applications were received.
- d. Screening of candidates:** The 162 applications received were screened against the 13 profiles and the requirements set in each of them. 50 were considered suitable for inscription in the Roster.
- e. Collection of administrative documentation from successful candidates:** With the purpose of speeding up the administrative process for the future establishment of contracts for deployments, the pre-screened candidates were contacted in order to receive key documentation (passport, medical certificate, diplomas, UN security certificates and bank coordinates) needed to establish contracts.
- f. Validation of Roster membership:** Once the documentation was received, candidates were notified about their inscription on the Roster.

The final online Roster is composed of 50 experts (out of which 40 percent are women), from all regions of the world (see figure below).

- 2. Development of two online training modules for Roster members, through the following steps:



▲ ONLINE TRAINING MODULE ON UNESCO AND ITS CULTURE MANDATE, DEVELOPED FOR MEMBERS OF THE UNESCO ROSTER FOR CULTURE IN EMERGENCIES © UNESCO

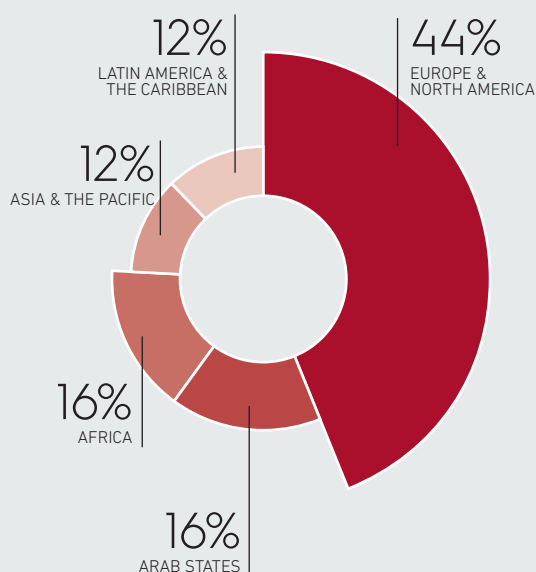


▲ ONLINE TRAINING MODULE ON UNESCO'S APPROACH TO CULTURE IN EMERGENCIES, DEVELOPED FOR MEMBERS OF THE UNESCO ROSTER FOR CULTURE IN EMERGENCIES © UNESCO

- a. Review of existing UN training courses for emergency operators:** The overall approach to training for experts to be deployed was identified, on the basis of a comprehensive review of training strategies of other UN Agencies operating in emergencies through rapid deployments.
- b. Definition of the content of modules:** The structure, format and content of two trainings (the first one focusing on UNESCO and its mandate in the area of culture, and the second one on Culture in Emergencies) were defined, based on extensive consultations with UNESCO Field Offices operating in areas affected by conflicts and disasters.
- c. Peer review of the content of modules:** The contents of the modules were finalized through a peer review exercise involving UNESCO staff from Headquarters and Field Offices.
- d. Conversion into online tools:** The raw content of the modules was converted into online tools, including intermediate assessments, a final test and a certificate.

DISTRIBUTION OF ROSTER MEMBERS

► by region of origin



While the EU support allowed for the hiring of a project officer for the establishment of the RRM and a consultant for the development of training materials, HEF support allowed for the recruitment of a company specialized in e-learning for the conversion of the raw content of the modules into online tools.

3.1.2 Post-Disaster Needs Assessment for Culture in Mozambique

KEY ACHIEVEMENTS

- ▶ Technical assistance provided through coordination of the PDNA-Culture, which resulted in the development of the culture chapter of the PDNA report
- ▶ Capacities of national and local authorities in the PDNA methodology and its application to the culture sector strengthened
- ▶ Launch of the Culture & Tourism Working Group supported, in order to mobilize partners to financially support the implementation of the priorities identified in the culture chapter of the PDNA report

On 14 March 2019, Tropical Cyclone Idai hit Mozambique as an intense Category 2 storm with 175 km/h winds, before moving inland into Zimbabwe and Malawi. The cyclone mostly hit the provinces of Sofala, and especially Beira and the neighbouring districts, Zambezia and Tete, affecting 1.6 million people and resulting in the displacement of thousands of people, loss of life, and the destruction of property. The total damages and losses amounted to about US\$1.4 billion and US\$1.39 billion, respectively. The total cost of recovery and reconstruction is estimated at US\$2.9 billion for the four provinces of Sofala, Manica, Tete and Zambezia.

Cyclone Idai, in addition, had a serious impact on the cultural heritage of the affected areas, ranging from the destruction of structures and equipment of key cultural facilities – such as the Casa da Cultura da Beira (Beira Cultural House), the Mozambican Institute for Socio-Cultural Research, Arquivo do Património Cultural (ARPAC), and the Provincial Library of Beira – to the disruption of the cultural and creative industries. The disaster also had a negative impact on the access to, practice and transmission of intangible cultural heritage elements, as a result of the significant displacement of practitioners and the loss of resources for traditional activities.

As a result of the widespread impact of the cyclone, the Government of Mozambique requested the assistance of the UN, the World Bank, the EU and other international partners to conduct a Post-



▲ EXPERT INTERVIEWING A MOZAMBICAN PRACTITIONER TO ASSESS DAMAGES TO AND LOSSES OF INTANGIBLE CULTURAL HERITAGE AT THE MERCADO MAQUININO IN BEIRA © UNESCO

Disaster Needs Assessment (PDNA). In this context, UNESCO was designated as the lead UN agency for the coordination of the assessment for the culture sector, implemented in close consultation with the Ministry of Culture and Tourism of Mozambique, and specifically with the Provincial Directorates of Culture and Tourism of Sofala, Tete and Zambezia.

The HEF supported the mission of three UNESCO staff and four experts to Mozambique to coordinate the PDNA for the cultural heritage sector. The mission took place from 18 to 28 April 2019 and consisted of the provision of a training on the PDNA methodology to eight representatives (including two women) from the Ministry of Culture and Tourism of Mozambique, the Mozambique National Commission for UNESCO, and the Mozambican Institute for Socio-Cultural Research; baseline data collection and analysis; and field visits to the main affected areas.

The PDNA covered a total of 39 different culture components (26 in the province of Beira, 4 in Quilimane and 9 in Tete). It included an analysis of the effects (damages and losses) of the disaster, as well as its macroeconomic, human and community development impacts on the sector. The mission resulted in the development of the culture chapter of the PDNA report and in the formulation of a recovery strategy to identify and address the short, medium and long-term needs in the sector.

The findings and recommendations stemming from the PDNA were endorsed by the Mozambican authorities, and presented at an international donors' conference, held in Beira from 31 May to 1 June 2019. In this framework, international partners

pledged US\$1.2 billion for all sectors, with a specific interest in reconstruction. Additionally, in July 2019, the Ministry of Culture and Tourism of Mozambique launched the Culture and Tourism Working Group, with the aim of mobilizing partners to financially support the priorities outlined by the PDNA.

3.1.3 Damage assessment mission to Cabo Delgado and Nampula (Mozambique)

KEY ACHIEVEMENTS

- ▶ Assessment of needs for the culture sector in the provinces of Cabo Delgado and Nampula completed and recovery strategy developed

One month following Tropical Cyclone Idai, Tropical Cyclone Kenneth made landfall in Mozambique on 25 April 2019, affecting the northern provinces of Cabo Delgado and Nampula with wind gusts of up to 220 km/h. As the strongest cyclone to ever hit the African continent, Cyclone Kenneth had a tremendous human impact, leaving an estimated 374,000 people in need.

The cyclone had an important impact on the country's cultural heritage, including at the World Heritage property of 'Island of Mozambique', causing severe damage to the Chapel of *'Nossa Senhora de Baluarte'* in the San Sebastian Fortress as well as the

property's various museums, which host a number of important collections. The cyclone also disrupted a number of intangible cultural heritage practices. In the city of Pemba, for example, the cyclone destroyed rehearsal sites, costumes and instruments used during cultural events, which, in turn, has affected the livelihoods of the communities who earn an income from their organization.

At the request of the Ministry of Culture and Tourism of Mozambique, the HEF supported a needs assessment for the culture sector from 22 to 30 November 2019. The objectives of the needs assessment, which was conducted by two UNESCO staff and nine national experts (including one woman), was to evaluate the effects (damage and losses) and impact (macroeconomic and human development) of the cyclone on the culture sector of the two affected provinces, and to design a recovery strategy to address the findings and recommendations of the needs assessment. The needs assessment built on the methodology and experience acquired during the Post-Disaster Needs Assessment (PDNA) for Tropical Cyclone Idai, also funded by the HEF in April 2019.

UNESCO presented the report of the needs assessment to the Ministry of Culture and Tourism, and will continue to mobilize partners and resources to support the implementation of reconstruction and recovery activities. This will notably be achieved through the mobilization of the Culture & Tourism Working Group, which was established by the Ministry of Culture and Tourism in July 2019 to mobilize key national and international partners to fund the recovery process following the two cyclones of 2019.

3.1.4 Needs assessment of cultural heritage at the World Heritage property of 'Cliff of Bandiagara (Land of the Dogons)' (Mali)

KEY ACHIEVEMENTS

- ▶ Technical support provided to the Government of Mali through an assessment of needs related to tangible and intangible cultural heritage, as well as to associated objects and practices in approximately 10 municipalities in and around the World Heritage property of 'Cliff of Bandiagara', the realization of a detailed action plan and its presentation to a group of about 200 stakeholders (including communities, authorities and experts)

Due to socioeconomic phenomena (exodus, schooling), human activity (infrastructure development) and



▲ LOCAL CRAFTSMAN WORKING AT CASA DA CULTURA IN PEMBA CITY, CABO DELGADO
© UNESCO / E. Langa



the degradation of the environment (climate change causing droughts, desertification and torrential rains; demographic pressure), the populations in the central regions of Mali, and notably in and immediately surrounding the World Heritage property of 'Cliff of Bandiagara (Land of the Dogons)', have been leaving the villages located on the steep escarpments for the plains, exacerbating tensions around land use there, notably between the communities subsisting on agriculture (Dogon) and those that are transhumant pastoralists (Fulani).

In addition, in 2012, Mali became the theatre of a large-scale political, social, institutional, economic and security crisis, with the invasion of the northern regions and parts of the central regions by armed terrorist groups. Since 2018, the pressure from terrorist groups has increasingly affected the central regions, with a multitude of attacks against villages, and the groups' instrumentalization of tensions between the Dogon and Fulani communities.

The escalation of violence has, in addition to claiming civilian lives and creating insecurity, caused the total or partial destruction of close to 30 villages, of which half are located within the boundaries of the World Heritage property of 'Cliff of Bandiagara'. In this context, not only has traditional built cultural heritage been affected, but numerous cultural objects have also been lost and associated intangible cultural heritage practices and traditions have deteriorated.

At the request of the Government of Mali, and with the support of the HEF, UNESCO deployed a mission to Mopti and the area of Bandiagara to assess the needs related to the built and intangible cultural heritage and associated objects and practices of the region, from 22 to 28 July 2019. Composed of two experts in

▲ **THE CENTRAL TOGUNA (PALAVER HOUSE) OF DIOMBOLO, DESTROYED IN AN ATTACK IN APRIL 2019, AND VISITED ON 26 JULY 2019 © UNESCO**

cultural heritage and local development, an expert in the culture of peace, an architect, two UNESCO staff from the Culture and Education sectors and representatives from the Ministry of Culture of Mali, the mission visited around 10 villages in the region and met with local and regional authorities, traditional leaders and community members.

The three technical reports prepared by the experts, related to built heritage, cultural objects and the culture of peace, respectively, were integrated into a comprehensive final report, which gave a detailed assessment of the state of intangible and tangible cultural heritage in the areas visited. Notably, it was found that certain cultural heritage traditions are not practised anymore due to the insecurity and that built and movable cultural heritage have suffered immensely from a series of recurring and ongoing attacks.

The final comprehensive report also put forward recommendations on how to address the losses related to tangible and intangible cultural heritage as well as to associated objects and practices at the Cliffs of Bandiagara, which include:

- To ensure the security of civilians and goods in the area of the World Heritage property and its buffer zone
- To implement an urgent reconstruction and rehabilitation programme for the destroyed rural housing

- To take urgent measures for the progressive return of Internally Displaced Persons (IDPs) to their municipalities of origin as soon as the security conditions allow
- To develop an urgent intra- and inter-communal information, sensitization and education programme
- To support local development actors in the promotion of the local economy and livelihoods.

In addition, a detailed preliminary Action Plan was developed as a result of the mission, including activities for the rehabilitation and reconstruction of the destroyed cultural heritage in the villages that were targeted in attacks, and notably traditional housing and architectural elements; for the participatory inventorying of movable cultural heritage in the regions affected by the conflict with a view to its *in situ* salvaging, safeguarding and usage; for the participatory inventorying of the intangible cultural heritage in the affected regions; for the minimization of risks of food insecurity and stocktaking of the impact of the conflict on the socioeducational system; as well as for the promotion of intercultural dialogue for peace, social cohesion and living together.

The recommendations of the mission and draft Action Plan were then presented to and subsequently endorsed by the communities on the occasion of a feedback meeting held in Bandiagara on 29 August 2019. This meeting, which was attended by around 200 stakeholders, was chaired by the Minister of Culture of Mali and benefited from the further presence of local and regional government representatives.

Some of the urgent activities of the Action Plan adopted in the framework of the feedback meeting, and notably those related to the rehabilitation and reconstruction of built heritage as well as replacement of cultural objects have been developed further in order to form part of a project proposal to be submitted to ALIPH.

3.1.5 Damage assessment of the World Heritage property of the 'Historic Town of Grand-Bassam' (Côte d'Ivoire)

KEY ACHIEVEMENTS

- 🔴 Damage assessment at the World Heritage property of the 'Historic Town of Grand-Bassam' conducted
- 🔴 Measures to be implemented in the short, medium and long term identified

- 🔴 Recommendations for the integration of a DRR strategy in the overall management plan for the property formulated

From 11 to 13 October 2019, heavy rains caused the overflow of the Comoé river as well as floods in a large part of the World Heritage property of the 'Historic Town of Grand-Bassam'. The waters of the Ouladine lagoon and the Comoé river invaded the main arteries of the historic city (residential, administrative and commercial areas), where remarkable buildings such as the Ganamet houses, the Maison du Patrimoine (former site of the post office and customs) and the whole house of the Resident and Bassam schools 3 and 4 are located. The village of N'zima suffered the heaviest toll of this flood, with huge material losses.

A mission was then needed in order to assess damage and identify urgent safeguarding measures. The mission, conducted in close cooperation with national and local authorities, and with the support of the UNESCO Office in Abidjan, took place from 25 to 30 November 2019, involving seven experts (all men) with expertise in the fields of hydrology, architecture, structures, heritage, town planning and landscapes.

The mission visited 10 affected sites and met representatives of different stakeholder institutions.

The main results of the mission were:

- An assessment of the damage observed at the Historic City of Grand-Bassam in general following the floods
- The identification of emergency response measures to be implemented in the short, medium and long term, including a budget and a detailed work schedule
- The formulation of recommendations for the integration of a DRR strategy in the overall management plan for the property and the identification of training needs for its implementation.

3.1.6 Needs assessment and technical assistance for weavers in North and East Lombok (Indonesia)

KEY ACHIEVEMENTS

- 🔴 Baseline assessment of damages and needs of traditional weavers in two key areas of the island of Lombok – Bayan Beleg (North District) and Pringgasela village (East District) – conducted

▶ **Material support and trainings provided to Lombok's weavers to resume their practice, better document their tradition and innovate their products**

In August 2018, Lombok was hit by a series of earthquakes, killing 563 people, injuring 1,116 and displacing a further 417,529. The first humanitarian response focused on basic primary needs, such as shelter, food, water, sanitation and hygiene, education and security. During the first months following the earthquake, thousands of people were displaced and spread throughout a number of emergency camps in both the Pringgasela and Bayan areas.

As a whole, little assessment was done on the damages that occurred to tangible or intangible cultural heritage, including traditional weaving, which is the main source of livelihood for village women. While the relief and recovery support has primarily been aimed towards providing basic services, weaving activities are vulnerable if no proper documentation and technical intervention is provided.

The weaving culture in Lombok dates back to the arrival of Islamic traders in the XVI century and the techniques, patterns and motifs are age-old traditions, handed down through generations. They are an essential part of Lombok's culture, featured in ceremonious occasions as well as in daily life. In some Lombok cultures, the act of weaving itself even involves ritual.

Following initial consultations carried out by the Cultural Values Preservation Offices of Bali Province

▼ **WEAVING ACTIVITY IN PRINGGASELA, EAST LOMBOK (INDONESIA) © UNESCO**

with the affected communities, as well as with NGOs working on the ground, the demand for a thorough assessment of ICH emergency needs in Lombok was identified. Support was needed to enable weavers to return to their source of livelihood as soon as possible, to begin generating income again, and to regain a sense of normality following the earthquakes.

BPNB, Indonesia's National Disaster Mitigation Agency, therefore requested UNESCO's support to assess the conditions and provide recovery support to the traditional weaving activities in two key areas of the island of Lombok, in Bayan Beleq (North District) and Pringgasela village (East District).

The project funded through the HEF provided recovery support in two stages. In a first phase, field assessments in East and North Lombok districts were conducted and served to gather information through interviews with the weaver groups about their living conditions and the status of weaving practices, thereby identifying issues and conditions required to revive these practices. In a second phase, technical assistance was provided through asset replacement, training for digital archiving, and production and marketing support. More than 79 local weavers (out of which 69 were women) attended the marketing and product innovation trainings in Yogyakarta, organized in collaboration with two designers.

Direct beneficiaries recognized the positive and effective impact of the activity supported by the HEF, in terms of safeguarding and revitalizing their traditional practices, fostering the transmission of knowledge to younger generations, as well as generating employment, developing innovative



products and enhancing their marketing opportunities. Further evidence of the success of the activity could be seen in the fact that some of the new products created by Lombok's weavers were featured at a fashion show held in Yogyakarta in September 2019. Moreover, the two communities expressed their gratitude to UNESCO, since such traditional activities represented a form of psychosocial support and rehabilitation after the earthquakes.

Overall, UNESCO's efforts helped raise awareness among local authorities of the importance of developing a specific DRR action plan for the traditional culture sector, including possible means of intervention. The project also made the National Disaster Management Authority and the Ministry of Education and Culture aware about the lack of a culture-sector DRR strategy in the country, and the need to fill this policy gap.

3.1.7 Post-Disaster Needs Assessment for Culture in the Islamic Republic of Iran

KEY ACHIEVEMENTS

- ▶ Technical assistance provided through coordination of the PDNA-Culture and development of the culture and tourism chapter of the PDNA report, including a recovery strategy for the Islamic Republic of Iran following the floods of March 2019
- ▶ Capacities of national and local authorities reinforced in the PDNA methodology and its application to the culture sector

In March and April 2019, heavy rains, flooding and landslides caused the loss of lives, displacement, and extensive destruction in the Islamic Republic of Iran; 25 of 31 provinces were affected, with Golestan, Khuzestan, Lorestan and Ilam most heavily hit. More than 10 million people were affected and about 2 million were in need of humanitarian assistance. At least 78 people lost their lives, about 1,140 people were injured, and about 365,000 people were displaced, according to authorities. By mid-April, over 270,000 people were living in emergency or temporary shelters.

The Government of the Islamic Republic of Iran requested the assistance of the UN, the World Bank and the EU to conduct a PDNA, which took place in July 2019. In this context, UNESCO was designated as the UN lead agency in the coordination of the assessment for the culture sector, implemented in close consultation with the Iranian Cultural Heritage, Handicrafts and Tourism Organization (ICHHTO).

The PDNA exercise targeted three affected provinces – Lorestan, Khuzestan and Golestan – to evaluate the effects and impact of the floods on the culture sector. These provinces host a large number of historical monuments and sites, historic cities, museums and four properties inscribed on the UNESCO World Heritage List (Tchogha Zanbil, 1979; Shushtar Historical Hydraulic System, 2009; Golestan Palace, 2013; and Susa, 2015). Moreover, these areas are characterized by a number of both industrial and home-based workshops related to traditional handicrafts, where women represent half of the labour force.

The PDNA team was composed of staff from the World Heritage Sites Office, the Conservation Unit and the Tourism Deputy, Handicrafts Deputy representatives, one expert in intangible cultural heritage from the Ministry of Cultural Heritage Tourism and Handicrafts, representatives from the Planning and Budget Organization (PBO) and the UNESCO focal point.

Considering the time span between the occurrence of the disaster and the launch of the PDNA process, national and local authorities had already carried out a pre-assessment of damages and recovery needs in the affected provinces. For instance, according to early statistics from ICHHTO, over 730 cultural sites had been damaged in the provinces of Mazandaran, Golestan, Lorestan, Kermanshah, Kohgiluyeh Boyer-Ahmad, Fars and Khuzestan due to the heavy rainfall and flooding.

In order to avoid duplication of efforts and maximize the efficiency of the PDNA, it was decided to focus primarily on the losses – and not only on the damages, which had already been the object of the previous national assessment – and especially on the impact of the floods on intangible cultural heritage, which had not previously been given due consideration. To facilitate the involvement and participation of the local communities in the identification of the needs of the handicrafts sector, reporting materials and questionnaires were developed and translated into Farsi, which were used by the local members of the team for the collection of data.

The findings of the assessment showed that the floods not only heavily damaged the production materials and physical spaces of the workshops, but also impaired their potential as training centres and places of transmission of traditional knowledge within the communities. This focus on intangible cultural heritage represented an added value of the activity, which functioned also as a capacity-building exercise for national stakeholders and helped raise awareness of the risks associated to intangible cultural heritage in a post-disaster context.

Thanks to the support of the HEF, weekly meetings of the Culture and Tourism Sub-Sector team were held in order to discuss the gathered data and develop the Culture and Tourism Chapter of the PDNA report, including a detailed estimation of damages, losses and needs and a recovery strategy for restoration and rehabilitation of the sector.

3.1.8 Participatory needs assessment of intangible cultural heritage practised by the Ambae Community (Vanuatu)

KEY ACHIEVEMENTS

- ▶ Inventorying and documenting of the ICH practised by the Ambae community (Vanuatu) completed
- ▶ Capacities of authorities reinforced, technical assistance provided through coordination of the Disaster Needs Assessment of the ICH belonging to the Ambae community and related safeguarding plans developed
- ▶ Contribution to the conceptualization of a UNESCO policy on the safeguarding of intangible cultural heritage in emergency situations provided

As reported in the Annual Progress Report of the HEF for 2018, an estimated 10,000 members of the Ambae community were evacuated and relocated to the neighbouring islands of Maewo, Santo and Pentecost following the eruption of the Manaro Voui volcano in September 2017, declared as a State of Emergency by the Government of Vanuatu.

At the request of the Vanuatu Government, the HEF funded an activity during 2018 and 2019 aimed at inventorying and documenting the ICH being practised by the Ambae community. Following the successful completion in 2018 of the first components of the activity, including a training of 12 staff (6 men and 6 women) of the Vanuatu Cultural Centre (VCC), follow-up activities were carried out in the first half of 2019. In particular, the trained staff continued to conduct field research in Maewo and Santo islands in order to collect testimonies from the Ambae community on the impact that the disaster and resulting evacuation have had on their traditional knowledge, cultural expressions, customs and protocols. The field research – which was conducted with the full support of the NDMO, the Town Council and the traditional leaders – shed light on the particular challenges and issues facing the Ambae community, including the risk of interruption and the diminished transmission of some ICH elements, perceived as a threat even before the volcano eruption and the compulsory evacuation.

In order to complement the field research, a consultation meeting with members of the Ambae community, the mission team and the National Disaster Management Office (NDMO) was organized in February 2019 at the VCC in Port Vila. The purpose of the consultation meeting was to identify immediate needs and priorities for the preservation of the intangible cultural heritage of the Ambae community to serve as a basis for the development of safeguarding plans for prioritization and fundraising. In particular, a key output of the activity was the development of safeguarding plans for two intangible cultural heritage practices, namely the Vanuatu Sand Drawing (inscribed on the Representative List of the Intangible Cultural Heritage of Humanity) and traditional weaving.

The activity succeeded in improving communication between the Ambae community and the NDMO, and helped in better understanding the cultural needs of the community, thereby raising awareness of the importance of integrating cultural heritage in the overall DRR Plan for the Ambae emergency.

Furthermore, together with the experience acquired during previous intangible cultural heritage assessments supported by the HEF in 2017 and 2018, the activity provided a set of good practices in support of the conceptualization of the UNESCO policy on the safeguarding of intangible cultural heritage in emergencies, adopted by the Intergovernmental Committee for the Safeguarding of Intangible Cultural Heritage at its 14th session (Bogotá, Colombia, 9 to 14 December 2019).

The Government of Vanuatu, through the VCC, provided in-kind support equivalent to US\$17,000 in the form of staff time for in-country assistance and coordination.

3.1.9 Damage assessment mission to El Salvador

KEY ACHIEVEMENTS

- ▶ National response capacities to recover the loss of cultural heritage as a result of a disaster improved through the purchase of necessary equipment and materials
- ▶ Technical support in documentary heritage conservation provided to El Salvador, through the assessment of the damage occurred at the National Library, the implementation of urgent safeguarding measures and the development of a long-term conservation action plan

The heavy rains that hit El Salvador at the end of April 2019 significantly damaged the National

Library and the National Theatre in San Salvador, including their documentary collections. Moreover, the National Library suffered from the collapse of its internal sewage piping system, which resulted in damages and contamination of a valuable collection of newspaper articles, dating back to the 70s and covering important aspects of the country's post-independence period.

UNESCO's urgent support has been requested by the Ministry of Culture of El Salvador to provide emergency assistance for the safeguarding and recovery of the buildings and their historic collections. In particular, the Director of the National Library made a two-part urgent appeal: calling for financial support to buy the needed equipment for immediate interventions and for technical assistance to conduct the damage assessment.

UNESCO, through the HEF, quickly responded to the request. On 8 May 2019, the Minister of Culture of El Salvador, H.E. Ms Silvia Elena Regalado, accompanied by the Director and Representative of UNESCO for Costa Rica, El Salvador, Honduras, Nicaragua and Panama, Ms Esther Kuisch Laroche, visited the affected sites and made a first delivery of essential equipment and materials for the salvaging of the documents affected by the flood at the National Library.

From 10 to 16 May, UNESCO sent an evaluation mission to assess the damage and provide advice to the responsible authorities on appropriate methodologies for the rescue of the damaged

cultural properties and first immediate safeguarding measures. The mission also provided a set of recommendations to guide the recovery operations, including strategies for preventing similar disasters at other cultural institutions and repositories in El Salvador. In parallel, material and equipment, such as temperature gauges, machines to extract humidity and smells, packing boxes and protective material specifically designed for documentary collections were purchased and provided to the library.

Staff members from the National Library expressed their gratitude to UNESCO for its contribution through the provision of materials, tools and equipment, which not only helped in the response to the immediate emergency, but will also remain at the disposal of the institution for the future. Moreover, as a follow-up activity, the UNESCO Office in San José committed to assist the National Library in developing an action plan on disaster risk management and the preservation of documentary heritage.

Overall, the activity funded by the HEF allowed El Salvador to advance its emergency response capacity to recover the loss of cultural heritage as a result of the disaster and improve its risk reduction protocols.

3.2/ URGENT INTERVENTIONS ON THE GROUND AND PLANNING FOR RECOVERY

3.2.1 Support to the revival of musical life in Mosul (Iraq)

KEY ACHIEVEMENTS

- ▶ Short- and long-term needs related to the cultural revival of Mosul identified
- ▶ Cultural actors to support the mapping of musical practices and traditions selected
- ▶ Preliminary mapping of 10 musical practices and traditions conducted, to be deepened in 10 municipalities



▲ **DAMAGE ASSESSMENT MISSION AT THE NATIONAL LIBRARY OF EL SALVADOR**
© UNESCO / E. Kuisch Laroche



Following the liberation of the city of Mosul from its occupation by Da'esh and in response to the banning of all forms of artistic expression in this context, the HEF supported an activity, implemented by the NGO Action for Hope, to contribute to the reviving of the cultural life of Mosul. While the post-ISIS situation in Mosul remains fragile, with the city administration struggling to rebuild infrastructure and systems to resume the provision of basic services, it is of utmost importance for cultural actors to be empowered. Indeed, re-establishing and revitalizing the artistic and cultural scene in Mosul can contribute to rebuilding mutual trust within the Iraqi population, social cohesion and the economic development of the city within a larger process of reconstruction and reconciliation.

Entitled *Wassla* ('connection'), the activity entailed, in a first phase, the undertaking of a research trip in order to identify local partners and develop plans for activities that respond to the needs of the local cultural actors and residents, as well as to design project implementation guidelines. This mission also allowed for consultation with local authorities. As a result, contact was established with 36 cultural stakeholders in Mosul and in Iraq and endorsement obtained by the Ministry of Culture and the mayor of Mosul regarding future project activities to support the revival of a cultural life and cultural industries in Mosul.

The research trip revealed challenges relating to security, political and religious division and the economic situation of Mosul and the short- and long-term needs of the city to revive its cultural life. The needs include: training on basic project management especially for youth; securing the safety of artists and cultural venues; basic cultural infrastructure,

▲ **KHALED ALRAWI, A MOSLAWI MUSICIAN**
© UNESCO / A. Rashid

equipment and skills; establishing a strong civil society base; arts education; capacity-building of individuals and artists and cultural activists; and cultural policy for the city of Mosul and an implementation strategy.

The research trip also put forward the following three recommended strategies:

- Capacity-development among civil society actors, since Iraqi/Moslawi actors must be the ones to ensure sustainability of all projects.
- Coordination and partnership with central and local government entities, in order to ensure sustainability and an integrated approach to cultural activities. For instance, it is important to integrate arts and culture in all plans to implement the Sustainable Development Goals in Mosul.
- Integration of social cohesion as a central theme and as a goal in the design of cultural activities, in order to contribute to reducing social tensions.

As a follow-up to the first phase, the HEF is supporting the implementation of the project 'Listening to Iraq', which aims to bring music to the core of the healing process, by researching different musical styles that can bring communities together, developing a teaching methodology and giving music training to contribute to filling the void of cultural life in Mosul. Indeed, one of the major damages of the long years of armed violence is the loss of the arts, especially music. Mosul was once Iraq's most important music centre with venues, production

facilities and training programmes that reflected the diversity of Iraqi music. The forced displacement of most of Mosul's religious minorities has resulted in the dispersal of musicians and the closing of musical venues, instrument shops and other places of musical life. Rehabilitating Mosul's music memory is crucial for the revitalization of cultural life in the city.

While implementation is foreseen to continue into 2020, a second research trip organized in November 2019 allowed for the identification of local cultural actors to support the mapping of diverse musical practices. It was also agreed with the relevant stakeholders that the mapping should cover most of the ethnic and religious communities' musical traditions and practices, as performed by ordinary people, amateur musicians and professionals. The deliverable will be approximately three hours of recordings that will later be analysed and classified by a music consultant hired by Action for Hope. These musical traditions and practices include Turkman singing and instrumental playing, Yezidi singing and instrumental playing, Chaldean chanting, hymns and music, Assyrian chanting, hymns and music, Bedouin chanting and percussion, Shabak chanting and percussion, Kurdish singing and instrumental playing, Mosul Maqam and Tanzeelah, Tikeya in Mosul, and makers and sellers of folk music instruments such as *Zerna*, *Matbag* and *Rababa*. The mapping is planned to be conducted in different towns and villages, including: Ba'asheeqa, Bartella, Al-Hamdaneya, Karamlis, Telafar, Qiyar, Al-hadar, Rabi'aa, Al-Qubba and Shrikhan, as well as the city of Mosul.



▲ REPAIRED DOORS AT THE FOLKLORE DEPARTMENT AND INSTITUTE FOR AFRICAN AND ASIAN STUDIES (IAAS)
© UNESCO

3.2.2 Support for the rehabilitation of the Institute of African and Asian Studies and Folklore Department of the University of Khartoum (Sudan)

KEY ACHIEVEMENTS

- ▶ Rehabilitation of workplaces at the Institute of African and Asian Studies and the Folklore Department of the University of Khartoum ensured, through asset replacement (doors, computers and other office equipment)
- ▶ Existing archives of IAAS's ethnographic and research database secured through backup copying and sharing

In response to the fragile security situation in Sudan and ongoing civil unrest, in the context of which the University of Khartoum, including the Folklore Department and Institute of African and Asian Studies (IAAS), was significantly damaged, the IAAS requested UNESCO's support for the rehabilitation of workplaces and the replication of the existing collection of ethnographic and research data. Indeed, not only were the ongoing research activities at the Institute interrupted due to the damage and theft of computers, but there was also a significant risk of further criminal attacks and looting, which could have led to the permanent loss of its archives, which are unique in the country, as they contained the results of ethnographic research and audio-video recordings made over the last hundred years.

The HEF hence supported asset replacement to ensure resumption of research and work at the IAAS, notably in the form of office equipment, including eight computers. Moreover, broken doors were repaired, and in sensitive places were strengthened by iron grills. To ensure sustainability of the action and to support the documentation and archival efforts of the IAAS, a copy of existing archives of IAAS's ethnographic and research database – amounting to 40 terabytes – was created and shared with the National Council for Cultural Heritage and Local Languages Development – the leading Sudanese government body responsible for the UNESCO 2003 *Convention for the Safeguarding of Intangible Cultural Heritage*. The risk of losing the Institute's precious archives was thus significantly reduced.

3.2.3 Emergency rehabilitation of built heritage at the World Heritage property of the 'Old City of Sana'a' (Yemen)

KEY ACHIEVEMENTS

- ▶ Al-Qasimi historical complex assessed and urgent measures prepared for stabilization and disaster risk reduction works with the participation of local communities

The conflict in Yemen has affected cultural heritage and urban infrastructure through collateral damage, looting and deterioration from neglect. The World Heritage property of the 'Old City of Sana'a' sustained serious damage. The Al-Qasimi district, near the famous urban garden 'Bustan al-Qasimi', was greatly affected, which led to the destruction of five houses and affected around 10 more in the immediate surroundings. The damages and destruction to the Al-Qasimi, which was in a good state of conservation, has caused the displacement of families. The recent challenges arising from the conflict have exacerbated the long-term context of weak heritage management, defined by a lack of necessary and urgently required maintenance and preservation activities.

▼ **THE CRUMBLING RUIN OF A HISTORIC HOUSE IN AL-FULAYHI QUARTER, AT THE WORLD HERITAGE PROPERTY OF THE 'OLD CITY OF SANAA' (YEMEN), SYMBOLIZES THE IMPACT OF THE ONGOING CONFLICT. WITH THE SUPPORT OF THE EU AND THE HEF, UNESCO AND THEIR LOCAL COUNTERPARTS ARE AT THE SITE TO FINALIZE REHABILITATION PLANS** © UNESCO / M. Aleryani. All rights reserved. Licensed to the European Union under conditions.

In partnership with the Social Fund for Development (SFD), UNESCO conducted an assessment of damages to buildings and infrastructure in four Yemeni cities, covering the Al-Qasimi complex and surrounding areas, which included field inspections by UNESCO experts. Comprehensive photogrammetry-based data was documented and technical consultations were conducted with the General Organization for the Preservation of Historic Cities (GOPHCY). Special materials for rehabilitation were identified, and appropriate procedures and technological systems were set up to address the context of scarce equipment and materials aggravated by the conflict. Removal of debris and cleaning around the sites was implemented by local authorities, thus paving the way for urgent conservation measures to be continued until May 2020 by UNESCO and SFD, aiming to stop further deterioration and the collapse of the adjacent buildings.

The urgent stabilization works aim at rehabilitating the affected houses in order to support immediate relief for displaced inhabitants in a context of high pressure for housing. They are being implemented through a 'cash for work scheme', thus allowing local youth involved in the implementation of the works to receive immediate benefits.

The urgent interventions are reinforced by a larger Sites Rehabilitation Plan developed by UNESCO and SFD as part of the EU-funded project 'Cash for Work: Improving livelihoods opportunities for urban youth in Yemen'. The Sites Rehabilitation Plan relies on evidence-based documentation collected during the damage and infrastructure assessments.

The final outputs of the activity will be reported upon in the Annual Progress Report of the HEF for 2020.





▲ **FAÇADE OF HAWAIJI HOUSE, PART OF THE WORLD HERITAGE PROPERTY OF THE 'HISTORIC TOWN OF ZABID' (YEMEN), DAMAGED BY THE TORRENTIAL RAIN AND FLOODING IN AUGUST 2019 © UNESCO**

3.2.4 Post-flood emergency interventions at the World Heritage property of the 'Historic Town of Zabid' (Yemen)

KEY ACHIEVEMENTS

- ▶ Technical support provided to Yemen to assess damages, prepare urgent stabilization works and improve the livelihoods of local communities

Torrential rain and flooding in Yemen in August 2019 caused damage to outstanding domestic architecture in the World Heritage property of the 'Historic Town of Zabid'. Hawaiji House is one of the most remarkable examples of traditional Zabidi architecture, as a merchant house renowned for its complex brick structure, sophisticated plaster works, carpentry details and painted ceilings. Another significant house with structural damages is House Raba'i, a unique historic building with three floors. The houses were already vulnerable due to lack of maintenance and at risk of collapse.

In 2019, with the support of the HEF, UNESCO and its local counterparts in Yemen launched urgent technical documentation and feasibility studies in order to raise awareness among local stakeholders about the importance of protecting the buildings. The

activity also allows for the fine-tuning of a cash-for-work scheme that will be applied for the urgent interventions, which will enable low-income youth with few income opportunities to contribute to the stabilization works (e.g. cleaning, urgent repair and restoration).

The activity is reinforced by a larger Site Rehabilitation Plan developed by UNESCO and SFD for the Historic Town of Zabid, which has been on the List of World Heritage in Danger since 2000. The Rehabilitation Plan is based on data collected during a comprehensive building damage and infrastructure assessment completed in 2019. The activity is implemented under the framework of the EU-funded project 'Cash for Work: Improving livelihood opportunities for urban youth in Yemen.'

In the context of the ongoing conflict and grave humanitarian crisis in Yemen, the project implements a cash-based urban emergency intervention that targets immediate historical repairs while providing rapid relief in the form of cash wages to local youth communities. The complementary activities will create the conditions to support the protection of basic livelihoods and promote local resilience, improve the sustainability of heritage safeguarding, and build the capacities of heritage management professionals through partnerships and trainings.

The urgent stabilization works will end in May 2020 and will include the reparation and stabilization of the brick structures of the walls, repairs of the roof (beams and covers), wooden reinforcement for openings, and protection of plasterworks that have been affected by the flood, which are instrumental to prevent water infiltration and further deterioration, while reinforcing the overall integrity of the buildings.

The final outputs of the activity will be reported upon in the Annual Progress Report of the HEF for 2020.

3.2.5 Safeguarding of museum collections in Burkina Faso

KEY ACHIEVEMENTS

- ▶ 25 heritage professionals from Burkina Faso trained on rapid inventory, emergency conservation and evacuation of heritage collections
- ▶ Action Plan for the evacuation of the collections of the museums of Oursi Hubero, Kurumwondé de Pobé-Mengao and Kaya drafted

Burkina Faso faces complex, interdependent and multidimensional challenges. Over the past months, violent attacks by armed groups have produced an unprecedented humanitarian emergency with massive population displacements and severe disruption of access to basic social services, such as education and health. Insecurity is disrupting governance, intercommunity relations, the social fabric, freedom of religion and economic activities, with the risk of further damaging resilience.

The recently deteriorated security context makes the destruction, looting, illicit trafficking and sale of cultural objects highly likely, as has been the case in recent years in neighbouring African countries such as Mali and in conflict zones around the world. As recognized by UN Security Council Resolutions 2199 and 2347, armed groups use these acts as tactics of war to intimidate populations and governments. Furthermore, the looting and smuggling of such valuable items generate income for terrorist groups, which is then used to support recruitment and operational efforts.

The General Directorate of Cultural Heritage (DGPC) of Burkina Faso has identified the collections of the Pobé-Mengao Museum, the Kaya Communal Museum and the Oursi Museum, as well as the archaeological site next to this last museum, as being threatened by looting, irreparable damage and irreversible destruction by terrorist groups. The museums concerned are located in the 'red' zone, i.e. at high risk of terrorist attacks in northern Burkina Faso. A large part of the population of this area, after having lived under the dread of multiple murderous attacks, fled the locality, abandoning their property and heritage. A significant number of officials, among whom are the heritage managers, have been transferred to the more secure provincial and regional directorates of culture. As a consequence, the three museums lack

the needed security and are directly and indirectly threatened by the high level of ongoing violence.

Faced with this situation, the Ministry of Culture, Arts and Tourism of Burkina Faso had undertaken to relocate the collections of the museums of Pobé-Mengao and Oursi to safer locations. However, due to the lack of resources, this operation could not be accomplished, and thus local and national authorities asked for UNESCO's support. The HEF promptly responded to the need for an urgent intervention to mitigate potential risks, and namely the destruction of the collective memory of the concerned communities, the development of networks of traffickers in cultural property in Burkina Faso, and the financing of terrorism through funds obtained through illicit trafficking in cultural property.

The activity supported by the HEF was structured around four complementary components: the organization of a training workshop focused on rapid inventory, emergency conservation and evacuation of heritage collections; the actual rapid inventory, packing, evacuation and securing of the artefacts from the three museums involved; the securing, organization and internal installation of the cultural objects in a safe location; and the digitalization of the inventories of the three museums.

The training on emergency inventory techniques, packing and evacuation of museum collections was held at the National Museum of Burkina Faso, in Ouagadougou, from 16 to 18 December 2019.

A significant amount of work was initiated prior to the workshop with several exchanges between UNESCO, the experts and the DGPC on, among other things, the content of the programme and its validation, the sending of the necessary documentation, and the profile of the 25 participants, including those in charge of the four museums concerned, curators, police officers and gendarmes from Kaya, Pobé Mengao and Oursi Hubeero, whose roles were specified. The presence and strong involvement of the mayors of the 3 municipalities and the National Commission should be noted.

The group of experts, made up of 3 national and 1 international experts, provided, in a collegial manner, training modules on security and emergency evacuation techniques for museum collections. Combining theoretical and practical sessions, they focused on the development of a detailed action plan targeted on the nature of interventions in the museums concerned.

The training workshop and, in particular, the visit to the National Museum of Burkina Faso brought to light

other equipment needs (installation of double locks, change of fire extinguishers and fire alarms, addition of anti-intrusion alarms in different rooms of the National Museum) and thus led to a modification of the strategy initially planned to ensure the security and integrity of the collections.

Also, it was agreed to prepare a memorandum of understanding that would guarantee the return of collections to the various museums as soon as the security situation permits. The training set a solid foundation for future steps.

The activity is continuing into 2020.

3.2.6 Post-flood emergency response for intangible cultural heritage and DRR for natural heritage in Kerala (India)

KEY ACHIEVEMENTS

- ▶ Koodiyattam materials damaged by the floods replaced and one traditional performance space restored
- ▶ Consultative meetings with key stakeholders in the Western Ghats to assess indigenous knowledge related to disaster preparedness organized



▲ RESTORING THE KOOTHAMBALAM, THE TRADITIONAL PERFORMING SPACE FOR KOODIYATTAM

© UNESCO / Nepathya

In 2018, and with support of the HEF, UNESCO led the PDNA for the culture sector of the State of Kerala in India. The PDNA found that various intangible cultural heritage elements of Kerala, especially *Koodiyattam*, a 2000-year old Sanskrit theatre tradition included in UNESCO's Representative List of the Intangible Cultural Heritage of Humanity, was severely affected. In particular, the floods destroyed the materials related to *Koodiyattam* – such as costumes, props, accessories, and musical instruments – and damaged the traditional performance spaces (*Koothampalams*) and the equipment for sound and light. The PDNA also identified that the floods had affected three of the seven clusters of the World Heritage property of the 'Western Ghats'.

In this context, the HEF supported a follow-up activity in 2019, which aimed, on the one hand, to support *Koodiyattam* artists to continue their practice, and, on the other hand, to assess indigenous knowledge in the Western Ghats related to disaster preparedness.

For the *Koodiyattam* component, 58 new costumes were purchased, while 41 sets of old costumes, 20 musical instruments, and two office items that had been damaged in the floods were restored. One traditional performance space was also restored by three traditional craftsmen and nine technicians.

For the component at the Western Ghats, consultative meetings were organized in Trivandrum, Kerala, from 10 to 12 June 2019 with the Rebuilding Kerala Initiative (RKI) – the organization in charge of coordinating post-disaster recovery of Kerala – and the Forestry Department who is in charge of the management of the property. An initial agreement to commence fieldwork in the second half of 2019 was postponed due to the arrival of new floods. As a result, the fieldwork to assess indigenous knowledge for disaster preparedness will be finalized in 2020.

The final outputs of the activity will be reported upon in the Annual Progress Report of the HEF for 2020.

3.2.7 Emergency safeguarding interventions at the Museum of Central Sulawesi in Palu (Indonesia)

KEY ACHIEVEMENTS

- ▶ Capacities of the museum staff in Palu in implementing disaster-resilient storage and display methods as well as public sensitization and education programmes on DRR for cultural heritage strengthened

► Sensitization workshop targeting children and exhibition on post-disaster activities of the Government of Palu organized

As reported in the Annual Progress Report of the HEF in 2018, a 7.5 magnitude earthquake hit the city of Palu on the Indonesian island of Sulawesi on 28 September 2018, which triggered a large tsunami as well as soil liquefaction. Following the significant damage caused by the disaster at the Museum of Central Sulawesi in Palu, the HEF supported a number of activities during the course of 2018 and 2019 aimed at rehabilitating the museum and its unique collection of 17th century Chinese and Japanese ceramics.

Following the completion, in 2018, of the documentation of the damage, as well as the collection, recording and safe storage of ceramic shards, which facilitated the capacity building of 15 staff of the museum (including eight women), a number of additional activities were implemented in 2019 through a continued collaboration with the Tokyo Restoration and Conservation Center (TRCC).

From 20 to 27 January 2019, the Vice Director of the museum and the Editor-in-Chief of a local newspaper in Palu (*Radar Sulteng*) visited Japan to observe

current practices at Japanese museums for the protection of collections as well as the development of related community outreach programmes on DRR in collaboration with civil society and the media. This contributed to the strengthening of capacities of the museum staff in Palu in implementing disaster-resilient storage and display methods as well as public sensitization and education programmes on DRR for cultural heritage. For example, a children's sensitization workshop was organized on 1 May 2019 by the museum in collaboration with a local NGO and published 400 children's stories and drawings on their experience of the earthquake.

In addition, a special exhibition on post-disaster activities of the Government of Palu, including the restoration of ceramics at the museum, was organized in October 2019 and attracted significant attention from the media and the public.

The TRCC's contribution under this activity is estimated at US\$54,000. An additional US\$29,000 was mobilized from the Prince Claus Fund to support the rehabilitation of the museum and its collections.

▼ CHILDREN'S SENSITIZATION WORKSHOP ORGANIZED ON 1 MAY 2019 BY PALU MUSEUM STAFF © UNESCO



3.3/

DOCUMENTATION AND MONITORING ACTIVITIES

3.3.1 Publication 'Five Years of Conflict – The State of Cultural Heritage in the Ancient City of Aleppo'

KEY ACHIEVEMENTS

- ▶ The publication 'Five Years of Conflict – The State of Cultural Heritage in the Ancient City of Aleppo' further disseminated through its translation into French and Arabic

On 17 December 2018, UNESCO and UNITAR-UNOSAT published 'Five Years of Conflict – The State of Cultural Heritage in the Ancient City of Aleppo'. This assessment report draws on satellite imagery to provide the first detailed account of the devastation wrought on the World Heritage property of the Ancient City of Aleppo as a result of years of armed conflict.

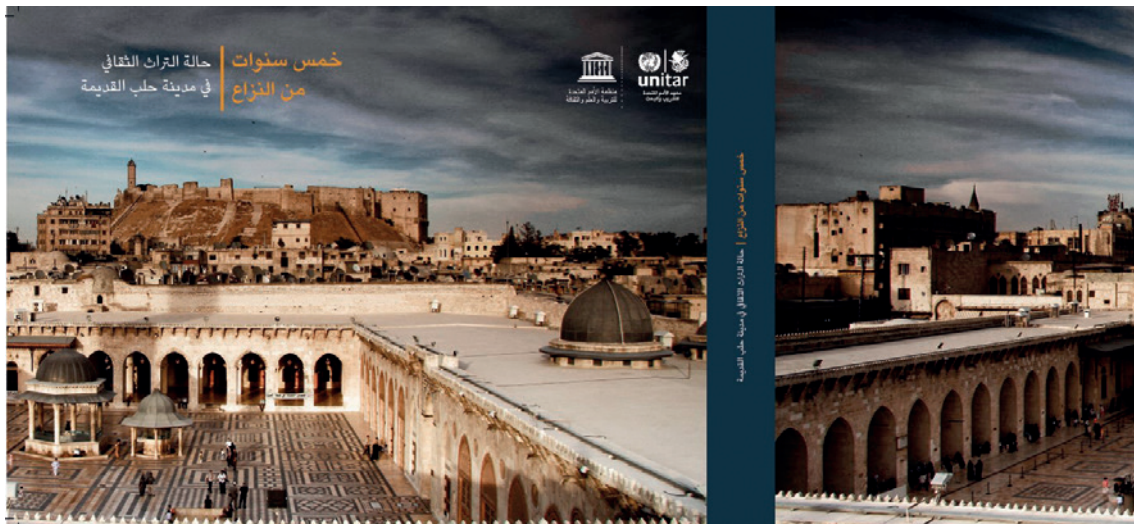
Produced in French and Arabic in 2019 with the support of the HEF and in partnership with the Endangered Archaeology in the Middle East & North Africa (EAMENA) project at Oxford University, the publication assessed a total of 518 sites for damage including the Citadel and the city's Great Mosque (Omayyad Mosque) and provides a solid technical basis for the future planning of rehabilitation works, including in the framework of UN-led efforts.

Using satellite images and applying a scientific methodology, UNESCO's cultural heritage experts worked closely with imagery analysts from UNITAR-UNOSAT, as well as historians, architects and archaeologists, to assess and analyse damage to the city, notably in terms of the historical losses the damage represents.

The publication, co-funded by the Ministry of Foreign Affairs of Norway, shows that more than 10 percent of the historic buildings of Aleppo have been destroyed, while over 50 percent of all buildings assessed showed severe to moderate damage. The findings are the most accurate to date, and can serve as a crucial tool for the eventual recovery and rehabilitation of the city and its cultural heritage.

▼ COVER OF THE ARABIC VERSION OF THE PUBLICATION 'FIVE YEARS OF CONFLICT – THE STATE OF CULTURAL HERITAGE IN THE ANCIENT CITY OF ALEPPO'

© UNESCO // UNITAR, 2019



CHAPTER 4

OUTREACH AND RESOURCE MOBILIZATION FOR THE HERITAGE EMERGENCY FUND

4.1 / ASSESSMENT OF THE IMPLEMENTATION OF THE COMMUNICATION AND VISIBILITY PLAN 2018-2019

The HEF Communication and Visibility Plan 2018-2019 was implemented almost in its entirety (**see overview of achievements in Annex III**, while sections 4.2 and 4.3 below detail the Communication & Visibility Plan activities implemented in particular over the year 2019).

In order to achieve the five set objectives and reach out to the three target groups identified (UNESCO Member States, private companies and institutions, and the wider public), the Plan had defined 10 areas of work (Press; Events; Web; Visual identity; Promotional materials and publications; Video messages; UNESCO Institutional Communication; Social Media; Partnerships; and Champions) and 27 related activities.

At the end of the biennium, 90 percent of the activities were successfully completed, in 8 out of 10 areas of work. The development of a webpage, a dedicated leaflet and promotional materials, as well as a press kit, laid the basis for future promotional efforts. In fact, the Fund was established relatively recently and there was a need to develop baseline materials for different target audiences, which constituted the focus of the HEF Secretariat's action in the 2018-2019 biennium. The organization of two high-level events in 2019 raised the profile of the Fund's outreach efforts.

Through the implementation of these activities, the HEF achieved different degrees of success in reaching out to the three set target groups:

- ▶ **UNESCO Member States:** the HEF was successful, as demonstrated by the numerous occasions that were sought to promote the Fund, whether through statutory documents and meetings, or ad hoc promotional materials and events.
- ▶ **The wider public:** the HEF was successful to a certain extent. The number of visits to the HEF webpage (1,332 in 2019) and the Culture in Emergencies portal (8,067 in 2019) was below optimum and the amount of financial contributions received through the online Paypal system is very limited. This is due to a need to increase communication through social media as opposed to more traditional communication channels, including the web.
- ▶ **Private companies and institutions:** limited outreach work was launched, as priority was given to the development of materials to be distributed to potential partners in the private sector.

As a result of the above, it is considered that three out of the five objectives of the Communication and Visibility Plan were fully achieved, as follows:

- ▶ Encouraging decision-makers to include culture in national emergency preparedness and response programmes and policies: the participation of senior UNESCO staff in more than 10 high-level events and international technical meetings strengthened advocacy efforts in support of a concern for heritage preservation in crisis situations.
- ▶ Involving international, national and local communities, and in particular youth, in efforts to preserve culture and promote cultural pluralism in emergency situations: national and local communities actively participated in safeguarding efforts as a result of UNESCO's approach, as shown, for example, by the participatory

identification of needs related to intangible cultural heritage implemented in Vanuatu, and the participatory inventorying of movable cultural heritage in the regions of Mali affected by the conflict.

- ▶ Informing the international community about the relevance of the HEF and the programme of activities it supports: this is shown by the number of visits to the HEF and Culture in Emergencies webpages, as well as the number of promotional materials distributed (over 1,000 in the biennium).

Two further objectives were partly achieved:

- ▶ Ensuring the visibility of partners: while some partners acknowledge the results of communication and visibility initiatives, others consider that efforts in this area need to be increased. While this partly derives from different views on the scope of the Fund, on what is expected in terms of visibility, and on what should be indicators for success and strategic initiatives to ensure donor visibility, it is intended that this will represent an area of work of primary importance for 2020-2021.
- ▶ Raising funds to support the UNESCO Culture Sector's work in the area of emergency preparedness and response: while approximately US\$14 million was raised as support to the Culture Sector's work via different financial instruments, including Funds-in-Trust, only US\$818,913.55 was raised as direct contributions on the HEF. Further considerations on resource mobilization are shared in paragraph 4.4 below.

Assets in the implementation of the HEF Communication and Visibility Plan 2018-2019 include:

- ▶ The strong international interest for the theme of culture in emergencies, and the fact that it represents a priority for UNESCO.
- ▶ The variety and diversity of interventions supported by the Fund, which provides excellent material for storytelling.
- ▶ The possibility to capitalize on communication assets of Field Offices (e.g. staff, webpages and press outreach), which had a multiplier effect and helped in disseminating information and raising awareness.

Challenges in the implementation of the HEF Communication and Visibility Plan 2018-2019, to be addressed in the upcoming biennium, include:

- ▶ The difficulty in obtaining high-quality audio-visual material on the activities implemented, despite the dedicated guidelines developed by the HEF Secretariat, which will need to be addressed by recruiting photographers and video producers for each activity.
- ▶ The different expectations and views of HEF's partners in terms of visibility, which will need to be addressed by working more closely together to define key promotional initiatives.
- ▶ The lack of dedicated staff to support this strategic work, which will need to be addressed through the recruitment of an Outreach Officer.

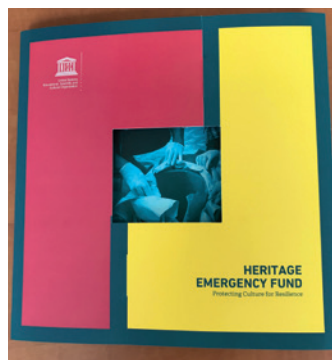
The development of the HEF Communication and Visibility Plan for 2020-2021 will be entrusted to a communication company.

4.2/ PROMOTIONAL AND FUNDRAISING MATERIALS

4.2.1 Promotional tools

KEY ACHIEVEMENTS

- ▶ Member States' awareness of the existence of the HEF was raised
- ▶ Donors' visibility was ensured



▲ THE LEAFLET OF THE HERITAGE EMERGENCY FUND © UNESCO

A leaflet to present the objectives, features and scope of the Heritage Emergency Fund, as well as examples of key activities implemented at country level in the areas of emergency preparedness and

response, was produced in English, French, Spanish and Arabic.

The leaflet was distributed at strategic events, meetings and conferences and will represent the key promotional tool of the Fund for the upcoming biennium.

In addition, a roll-up banner on the Heritage Emergency Fund was produced in English and French.

4.2.2 Publications

KEY ACHIEVEMENTS

- ▶ Member States' awareness of the scope of the HEF and of activities implemented with its support was raised
- ▶ Donors' visibility was ensured



▲ THE EXECUTIVE SUMMARY OF THE 2018 HEF ANNUAL PROGRESS REPORT © UNESCO

The Executive Summary of the 2018 HEF Annual Progress Report, presenting a succinct analysis of its achievements, was produced in English, French, Spanish and Arabic, printed in hard copy and uploaded on the HEF webpage (see section 4.2.3 below).

It was shared with donors, partners and beneficiary countries, and distributed at meetings and events held at UNESCO Headquarters, as well as on the occasion of bilateral meetings and missions, becoming one of the Fund's key promotional materials throughout 2019.

4.2.3 Web

KEY ACHIEVEMENTS

- ▶ Member States' awareness of the scope of the HEF and of specific activities implemented with its support was raised
- ▶ Donors' visibility was ensured



▲ HEF WEBPAGE © UNESCO

The HEF webpage, which can be accessed from the main Culture Sector portal through the Culture in Emergencies theme, contains information on the Fund and its international assistance mechanism and key documents, as well as content on the activities supported by the Fund.

Information on the Fund is presented through a variety of media and formats, including web articles, photographs, videos, and a map showing the geographic coverage of the Fund since its inception in 2016. Information on donors and information on how to make donations are key elements of the page.

Several web articles on the activities implemented in 2019 were published on the HEF webpage, and a number of times on the Culture in Emergencies page, on the Culture Sector portal and on the main UNESCO homepage.

4.2.4 Social media

KEY ACHIEVEMENTS

- ▶ Awareness of activities implemented with the support of the HEF was raised

Messages on activities supported by the HEF were posted on Facebook and Twitter.

4.2.5 Videos

KEY ACHIEVEMENTS

- ▶ Awareness of activities implemented with the support of the HEF was raised
- ▶ Donors' visibility was ensured

Promotional videos on the activities supported by the HEF, including feedback from beneficiaries, were produced and disseminated (see section 3.1.5 above).

4.3/

INFORMATION MEETINGS AND PROMOTIONAL EVENTS

4.3.1 Information meetings

KEY ACHIEVEMENTS

- ▶ Member States' awareness of the scope of the HEF and of specific activities implemented with its support was raised
- ▶ Donors' visibility was ensured

The HEF was promoted on the occasion of meetings that the Director of the Culture and Emergencies entity held with five UNESCO regional groups. The chairpersons of the six UNESCO Regional Groups were also invited to join the second meeting of the HEF Donors' Advisory Group, held on 18 April 2019 at UNESCO Headquarters, where the activities supported by the Fund were presented in detail (see section 5.4). The minutes of the meeting and the Annual Progress Report of the Fund were subsequently shared with the six chairpersons, who in turn circulated them within their groups.

4.3.2 Statutory meetings

KEY ACHIEVEMENTS

- ▶ Member States' awareness of the scope of the HEF and of specific activities implemented with its support was raised
- ▶ Donors' visibility was ensured

The HEF was mentioned by several Member States during the 206th session of the Executive Board (April 2019), within the broader discussion on item 5.1.A 'International Alliance for the Protection of Heritage in Conflict Areas (ALIPH)'. In particular, the session offered the opportunity to clarify their respective mandates. On this occasion, UNESCO's Assistant Director-General for Culture reiterated the relevance of the HEF and the importance to contribute to it.



▲ **SIDE EVENT ON THE HEF ORGANIZED IN THE FRAMEWORK OF THE 14TH SESSION OF THE INTERGOVERNMENTAL COMMITTEE FOR THE SAFEGUARDING OF THE INTANGIBLE CULTURAL HERITAGE (BOGOTÁ, COLOMBIA, 9 TO 14 DECEMBER 2019)**
© UNESCO

The HEF was also referred to in working documents for the statutory meetings of the UNESCO Culture Conventions.

Finally, a side event on 'The Heritage Emergency Fund: Safeguarding intangible cultural heritage in crises' was organized on 12 December 2019 in the framework of the 14th session of the Intergovernmental Committee for the Safeguarding of the Intangible Cultural Heritage (Bogotá, Colombia, 9 to 14 December 2019). The event allowed showcasing the achievements of the 15 activities related (exclusively or partially) to ICH and supported under the HEF between 2016 and 2019.

At the same session, the Intergovernmental Committee endorsed a set of 'Operational principles and modalities for safeguarding intangible cultural heritage in emergencies', which represents the culmination of three years of reflection on the role of communities in safeguarding intangible cultural heritage in emergencies, building on the research and experience acquired through activities among Syrian refugees in 2016 and internally displaced populations in the Democratic Republic of the Congo in 2017, also supported by the HEF.

4.3.3 Other events

KEY ACHIEVEMENTS

- ▶ Member States' awareness of the scope of the HEF and of specific activities implemented with its support was raised
- ▶ Donors' visibility was ensured



▲ HIGH-LEVEL EVENT ON THE HEF HELD AT UNESCO HEADQUARTERS ON 20 NOVEMBER 2019, WITH THE PARTICIPATION OF MINISTERS OF CULTURE AND DIGNITARIES FROM 25 COUNTRIES © UNESCO

The HEF was promoted at the second edition of the Abu Dhabi Culture Summit, organized by the Department of Culture and Tourism from 7 to 11 April 2019 (see paragraph 2.6.1 above), and where one of the sessions was dedicated to the identification of innovative financing mechanisms to support the protection of culture in emergencies.

The HEF was further promoted on the occasion of a high-level event organized on 20 November 2019 in the framework of the Forum of Ministers of Culture, held the day before at UNESCO Headquarters. The event brought together Ministers of Culture and dignitaries from 25 countries to recognize the achievements of the HEF since its inception, in 2016.

4.4/ CONSIDERATIONS ON RESOURCE MOBILIZATION IN 2018-2019

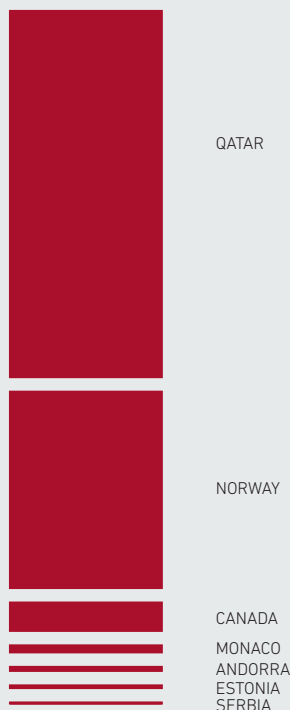
In 2018-19, five out of eight HEF contributors confirmed their support and two new ones (Canada and Serbia) joined. This bears witness, on one hand, to the recognition by existing partners of achievements in terms of programme implementation and, on the other, the results of the multiplicity of outreach and visibility activities and initiatives implemented or launched in the course of the biennium.

However, an analysis of the Statement of income contained in the financial report as at 31 December 2019 (see Annex IV) brings to light some issues requiring attention:

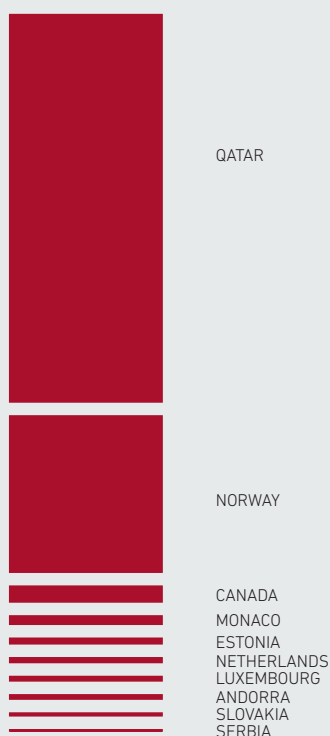
- ▶ The overall donor base remains limited, with 10 governmental and 1 private partners. In 2019, three HEF donors (Norway, Monaco and Andorra) confirmed their support and a new one (Serbia) joined;
- ▶ The share of contributions between existing donors is unbalanced, with one donor accounting for almost 61 percent of the overall amount of governmental contributions in the biennium 2018-19 and almost 67 percent in 2015-2019;
- ▶ Most contributions are of a limited amount: out of the 10 countries having supported the

GOVERNMENTAL CONTRIBUTIONS TO THE HEF (US\$)

▶ in 2018-2019



▶ in 2015-2019



HEF to date, only a few have given individual contributions of an amount above US\$20,000.

This results in a lack of sustainability of the HEF, which is a major shortcoming for the successful implementation of the Culture Sector's work in the area of emergency preparedness and response and needs to be addressed as a matter of urgency.

Among the causes of the three issues flagged above are:

- ▶ a limited expenditure rate (around 50 percent), which is intrinsically related to the nature of the Fund, and in particular the need to have resources constantly in standby (with the purpose to intervene immediately after the occurrence of an emergency). This is a deterrent for some partners, who have the perception that, since a significant amount of resources is still available, there is no need for further support;
- ▶ the less visible nature of short-term and small-scale operations supported by the Fund, as opposed to longer-term and larger-scale interventions which are hence preferred by potential partners.

Addressing these issues does not so much require the launching of additional communication and visibility activities, but rather changing the scope of the HEF, or diversifying funding modalities to support the emergency preparedness and response programme. The 2020 meeting of the Donors' Advisory Group will provide the opportunity for a discussion in this regard.

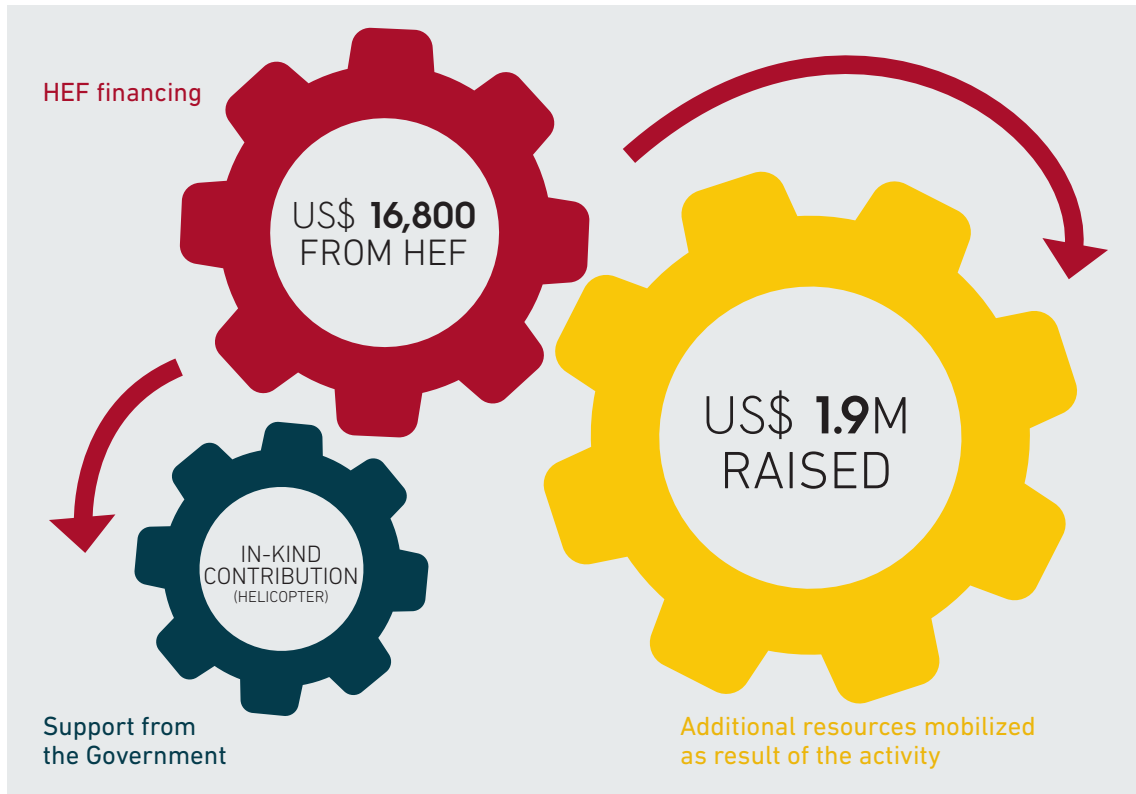
Furthermore, the success of the resource mobilization approach of the HEF should also be measured in terms of the support it fostered for UNESCO's overall work on culture in emergencies, whether the resources mobilized are directly allocated on the HEF or on other UNESCO accounts.

Finally, approximately 1 out of 4 activities supported by the HEF in 2019 has led to the successful mobilization of in-kind resources (such as working time, venues for meetings and workshops, logistical support, etc.) from governmental or implementing partners.

For example, the risk assessment of the Minaret of Jam (Afghanistan) supported by the HEF in 2017 with an amount of US\$ 16,800 was matched by an in-kind contribution of the Afghan government (helicopter transportation to the site of the Minaret) and led to the approval by ALIPH in 2019 of the project 'Safeguarding the Archaeological Remains and

Minaret of Jam', which resulted in the signing in early 2020 of the related US\$ 1.9M agreement.

▼ **THE HEF AS CATALYST AND MULTIPLIER OF FUNDING. THE CASE OF THE MINARET OF JAM (AFGHANISTAN)**
© UNESCO



CHAPTER 5

MANAGEMENT OF THE HERITAGE EMERGENCY FUND

5.1 / COORDINATION

KEY ACHIEVEMENTS

- ▶ The HEF was effectively managed and promoted, and its operations were effectively backstopped and supported

The EPR Unit ensured the coordination of the Fund, notably by processing requests for funding, backstopping the implementation of activities supported by the Fund, managing the disbursement of funds and the overall financial monitoring of the HEF, reporting, liaising with current and prospective contributors to the Fund, and coordinating statutory processes and meetings.

The following functions were supported by the Fund itself in 2019:

- ▶ Overall coordination (management of fund allocation and disbursement processes, backstopping of operations, reporting, liaison with current and prospective contributors to the Fund, and coordination of meetings of the HEF Evaluation Committee and Donors' Advisory Group), ensured by a Coordination Officer.
- ▶ Backstopping of conflict-related activities, ensured by an Associate Coordination Officer.

The backstopping of disaster-related activities was ensured by a Junior Professional Officer supported by the Swiss Confederation. A Senior Programme Officer seconded by the Netherlands backstopped activities related to capacity-building of military personnel in the field of cultural property protection.

The operational mechanism of the Fund was improved through three key innovations in 2019:

- ▶ The establishment of the HEF Evaluation Committee, in charge of reviewing emergency response proposals and formulating a recommendation for the consideration of the Assistant Director-General for Culture. The Evaluation Committee, which brings

together representatives of different entities within the Culture Sector and Field Offices, has proven to be a very effective tool to ensure that all dimensions of culture are integrated in the conceptualization of emergency response interventions at the country level.

- ▶ The revision of the HEF Guidelines, in order to integrate policy and operational changes that have occurred since their development in 2016, such as the adoption of an Addendum to the Strategy, the establishment of the Culture and Emergencies entity, the adoption of the HEF Results Framework 2018-2019, the development of guidelines for pictures of HEF-supported activities, and the setting up of the HEF Donors' Advisory Group and Evaluation Committee. The revision of the HEF Guidelines has in turn led to the update of the Application and Reporting Form.
- ▶ The systematic notification of the approval of activities to Permanent Delegations of beneficiary countries. This has contributed, on one hand, to strengthen cooperation with national authorities, and, on the other, to improve the outreach of the HEF and its donors. In 2020, it is planned to start informing the Permanent Delegations of donor countries, so that, in turn, they can share such information with their Embassies in the countries concerned, with an overall view to strengthening and broadening ongoing cooperation.

5.2 / MONITORING

5.2.1 Assessment of the implementation of the Results Framework 2018-2019

The implementation of the first HEF Results Framework, covering the biennium 2018-2019,

was completed (see figure on page 56-57 and the detailed assessment in Annex V).

The implementation of activities was finalized, with targets either attained or exceeded (and one activity not requested). However, since the identification of targets at activity level had in some cases been based on an estimate, and had not been possible at all in another case (due to the emergency nature of the Fund, which operates upon request for both preparedness and response activities), the assessment of output delivery and related target attainment reflects the extent to which Member States' requests of support were met as opposed to whether actual needs matched the original estimate.

An analysis of the Expenditure report contained in the financial report as at 31 December 2019 (see Annex IV) allows tracing the features of expenditure by:

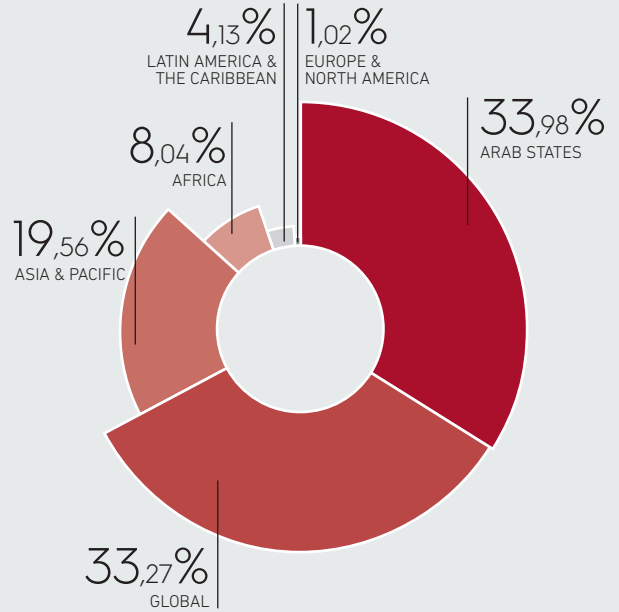
- ▶ **Region:** 33.27 percent of expenditure supported activities of a global scope. The Arab States were the highest beneficiary region (33.98 percent of expenditure), followed by Asia and the Pacific (19.56 percent), Africa (8.04 percent), Latin America and the Caribbean (4.13 percent), and Europe and North America (1.02 percent). This bears witness to the fact that support in emergency preparedness and response is not needed in specific areas only, but in all regions of the world;
- ▶ **Type of emergency:** 55.47 percent was spent on conflicts and 44.53 percent on disasters.
- ▶ **Type of activity:** 56.75 percent of expenditure related to emergency response interventions, 15.44 percent to emergency preparedness activities, 4.55 percent to outreach for resource mobilization and 23.26 percent to the coordination of the Fund.

The delivery of two outputs, related to capacity-building and the provision of technical assistance on one hand, and to awareness-raising on the importance of protecting culture in emergencies on the other, led to the achievement of an outcome related to improved preparedness of Member States to prevent, mitigate and recover the loss of cultural heritage and diversity as a result of conflicts and disasters. While the outputs were fully delivered, it is nonetheless considered that the outcome is only partly achieved, considering the vast needs in terms of establishment of emergency plans and protocols for any site and cultural institution or repository. In this sense, while expenditure in every region for preparedness activities shows the relevance of this work, it is also apparent that these needs are

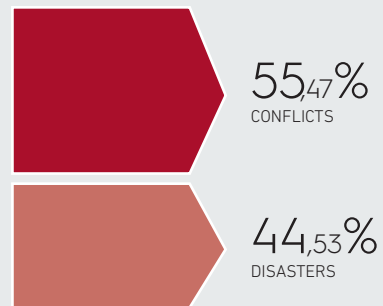
Statistics

DISTRIBUTION OF EXPENDITURE

▶ by region



▶ by type of emergency



▶ by type of activity

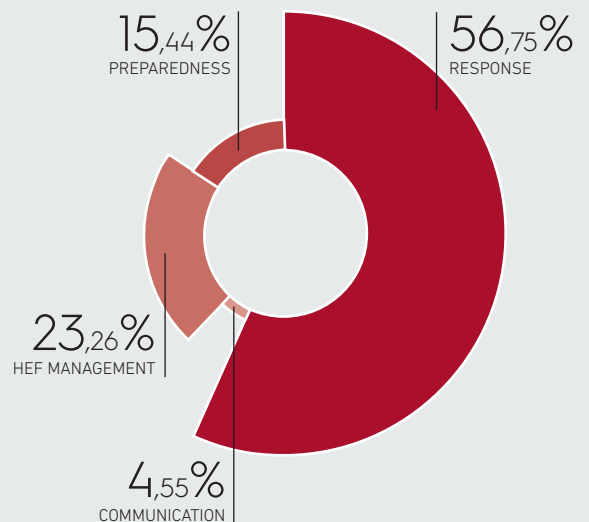


Figure 1. Assessment of the implementation of the Results Framework 2018-2019 of the

IMPACT	SDG 11.4: strengthen efforts to protect and safeguard the world's cultural and natural heritage			
	ER5 of the 39C/5: culture protected and cultural pluralism promoted in emergencies related to conflicts and disasters caused by natural or human-made hazards to strengthen peace, security and resilience			
OUTCOMES Assessment of outcome achievement	Outcome 1: Member States improve their preparedness to prevent, mitigate and recover the loss of cultural heritage and diversity as a result of conflicts and disasters			
	<ul style="list-style-type: none"> Fully Partially Not achieved 			
OUTPUTS Assessment of output achievement	Output 1: Capacities of national and local authorities reinforced and technical assistance provided to them for the implementation of emergency preparedness and risk mitigation interventions on cultural heritage		Output 2: Awareness of Member States raised on the importance to protect heritage in emergency situations to improve their preparedness	
	<ul style="list-style-type: none"> Fully Partially Not achieved 			
ACTIVITIES Assessment of target attainment	ACTIVITY	STATUT	ACTIVITY	STATUT
	Activity 1: 10 technical assistance activities for the implementation of emergency preparedness and risk mitigation interventions on cultural heritage	5/10	Activity 1: 5 awareness-raising materials on culture in emergencies	5/5
	Activity 2: 1 capacity-building material on the implementation of emergency preparedness and risk mitigation interventions on cultural heritage	1/1	Activity 2: #Unite4Heritage campaign	1/1
	Activity 3: 3 training workshops in different Regions, including 1 in Africa and 1 for SIDS, on the implementation of emergency preparedness and risk mitigation interventions on cultural heritage	5/5		
	Activity 4: 2 studies (1 for conflicts, 1 for disasters)	2/2		
	Activity 5: 2 coordination, advocacy or fund-raising meetings with potential or current partners	11/10		
Note Considering the emergency nature of the Fund, the identification of targets at activity level was not always possible, or was based on an estimate. Therefore, the assessment of output delivery and related target attainment reflects the extent to which Member States' requests of support were met as opposed to whether actual needs matched the original estimate.				

so numerous that they could be better addressed through earmarked financial support and at the country level, while the HEF should focus primarily on emergency response operations, where it has a clear comparative advantage and no alternative funding source is available. This intention was expressed in 2018 and 2019 by the Donors' Advisory Group and may lead to a shift in the scope of the Fund in the future.

The delivery of an output related to the provision of rapid interventions, monitoring, coordination and planning for recovery to Member States led to the full achievement of an outcome related to improved

response capacity of Member States to prevent, mitigate and recover the loss of cultural heritage and diversity as a result of conflicts and disasters.

Finally, the delivery of an output related to awareness-raising on the programme of activities supported through the Heritage Emergency Fund led to the partial achievement of an outcome related to Member States' engagement in the mobilization of resources for the Heritage Emergency Fund to support the protection of culture and the promotion of cultural pluralism in emergency situations. Further considerations on the resource mobilization capacity of the HEF have been presented in paragraph 4.4 above.

Heritage Emergency Fund

ACTIVITY		STATUT	ACTIVITY		STATUT
Outcome 2: Member States improve their emergency response capacity to prevent, mitigate and recover the loss of cultural heritage and diversity as a result of conflicts and disasters			Outcome 3: Member States engage in the mobilization of resources for the HEF to support the protection of culture and the promotion of cultural pluralism in emergency situations		
Output 1: Technical support provided to Member States through rapid interventions, monitoring, coordination and planning for recovery			Output 1: Awareness of Member States raised on the programme of activities supported through the Heritage Emergency Fund		
Activity 1: 8 assessment and advisory missions, including 4 Post-Disaster Needs Assessments (PDNAs)/ Recovery and Peace-Building Assessments (RPBAs)		10/8 4/5	Activity 1: 6 promotional/ fund-raising materials including 1 webpage with 25 webnews and 4 materials		8/6 1/1 17/25 4/4
Activity 2: Urgent interventions on the ground		10	Activity 2: 5 information meetings/promotional events		12/5
Activity 3: Assessment, documentation and monitoring activities		3			
Activity 4: Post-conflict/Post-disaster training activities		0			
Activity 5: Coordination, advocacy or fund-raising meetings with potential or current partners		5			
Activity 6: Temporary staff support to UNESCO Field Offices for emergency response		15 in 3 Offices			

A gender perspective has been mainstreamed both in the overall approach of the Fund and in the implementation of activities, including in terms of impact on beneficiary communities, as well as involvement in the delivery of preparedness and response interventions, and capacity-building. Some activities have been gender-transformative, such as in the case of the support provided to traditional weaving techniques in Lombok, which has been at the same time empowering for women (87 percent of the beneficiaries), while also increasing the participation of men, which increased from 8 percent before the earthquake to 13 percent after the earthquake. In fact, the activity fostered an interest by the male members

of the community to join the weaving group, which was seen as an opportunity to support the village in general and bring tourism to the village.

A new Results Framework for the HEF has been developed for the 2020-21 biennium (see Annex VI), building on ER5 and on the objectives of the *Strategy*. While the Results Framework clarifies the overall terms of the work to be conducted, it is intended that the operations be carried out on a case-by-case basis and as necessary, due to the intrinsically unpredictable needs and action required.



▲ **WEAVING ACTIVITY IN PRINGGASELA, EAST LOMBOK (INDONESIA)** © UNESCO

The new Results Framework ensures continuity with the previous one, while addressing some issues. In particular, performance indicators at the output level have been modified to reflect the intrinsically unpredictable nature of the operations supported by the Fund. For example, the percentage of Member States whose requests of support have been met seems a more relevant indicator than the mere number of requests met.

The same applies to some performance indicators at the outcome level. The percentage of supported Member States who have undertaken steps to adopt procedures and measures to improve their preparedness seems to be a better indicator than the percentage of supported Member States who have already adopted procedures and measures (which may not be realistic to do in two years or less).

5.2.2 Global Survey on activities supported between 2016 and 2019

KEY ACHIEVEMENTS

- ▶ The impact of the Fund was assessed through feedback from beneficiaries

A Global Survey of HEF-supported activities between 2016 and 2019 was launched to evaluate the impact and the effectiveness of those interventions through the feedback of national partners involved in their conceptualization and implementation.

The Global Survey targeted 30 emergency preparedness and response activities implemented between June 2016 and June 2019 in 25 countries. Multicountry activities, such as training workshops, were excluded, as they were subject to dedicated monitoring exercises.

Monitoring questionnaires were sent to the representatives of the 25 countries concerned, selected on the basis of their involvement in the conceptualization and implementation of the activities. Replies were received, between September and December 2019, for 25 activities in 21 countries, corresponding to a response rate of 83 percent.

The Global Survey aimed to assess the impact of the activities implemented between 2016 and the first half of 2019, measured in terms of their success in:

- a. **Addressing priorities:** 88 percent of respondents confirmed that the activity addressed a clearly recognized need in the culture sector, stating that delays in addressing such need would have led to further loss of heritage, in a context where existing funds were being directed to other areas (e.g. food, water, shelter and sanitation).
- b. **Involving relevant stakeholders:** 100 percent of respondents confirmed that national and/or local

authorities were involved in some capacity in the activity development and implementation, which most stated was an essential factor in helping meet the activity’s objectives. In addition, 84 percent of respondents expressed full satisfaction with the backstopping of UNESCO Field Offices in relation to the activity, in terms of facilitating the funds disbursement procedure, advising on the structure and contents of workshops, and helping building capacities, as well as sharing best practices and policy and operational guidelines.

- c. Delivering results:** 68 percent of respondents confirmed that the activity funded by the HEF fully met its objectives, while the others stated that the activity’s objectives were partially met, due to understandable challenges related to the intrinsic volatility of operating environments in emergencies, such as an evolving security situation, the difficulty to access rare materials, the increased cost of labour or longer delays to establish key partnerships. Furthermore, 84 percent of respondents confirmed that the activity achieved results beyond those originally set.
- d. Generating change:** 74 percent of respondents confirmed that the activity led to an overall improvement of national and local policies, procedures and measures in the area of emergency preparedness and response, which represents one of the performance indicators defined in the HEF Results Framework 2018-2019. In addition, 64 percent of respondents confirmed that follow-up or additional projects were launched thanks to the HEF-funded activity, thus confirming its catalytic role and further strengthening the preservation of cultural heritage.
- e. Catalysing financial support:** 73 percent of respondents stated that the HEF support was

a catalyst for further resource investment into similar projects from national and/or external partners, testimony to the impact of HEF-supported activities in raising awareness of the importance to preserve heritage in emergencies among national and international stakeholders.

- f. Raising awareness about the HEF:** 20 percent of respondents stated that they did not feel sufficiently familiar with the HEF, showing a need to increase efforts to raise awareness about its operating mechanism, notably through Field Offices.
- g. Improving future interventions:** 100 percent of respondents provided insights on lessons learnt in the conceptualization, implementation or follow-up to activities that should be taken into account in the future.

The HEF Global Survey has shown that the impact of the HEF at the country level is both direct and indirect. Respondents in particular noted that the support helped capacity building within the implementing authorities, encouraged collaboration with local and national governments and bodies, and additionally, sparked future projects and served as a catalyst for other types of financial support for future large-scale initiatives.

The survey also revealed some challenges at activity implementation level, related to the intrinsic volatility of operating environments in emergencies, as well as a need to multiply efforts to build understanding on the HEF and the procedure to access it.

Building on the replies provided by the 25 respondents, UNESCO has identified areas of success and possible improvement, as follows:

Improving future interventions	UNESCO assessment	Further action needed by UNESCO in this area
Addressing priorities	Fully satisfactory	
Involving relevant stakeholders	Satisfactory	The consultation process should be broadened to ensure that national authorities are better consulted on or more involved in the identification of the needs and development of activities.
Delivering results	Satisfactory	While efforts should be increased to ensure that any administrative constraints are taken into account to the maximum possible extent in the activity inception stage, a certain amount of unpredictability remains unavoidable in emergency contexts.

Improving future interventions	UNESCO assessment	Further action needed by UNESCO in this area
Generating change	Satisfactory	The affected countries could be further backstopped to show how the activities could lead to the adoption of new policies, processes and projects at the national or local level.
Catalyzing financial support	Satisfactory	Concept notes and project proposals built on the outcomes of the activities implemented through the HEF could be drafted and disseminated among potential partners.
Raising awareness about the HEF	Satisfactory	Information on the HEF should be systematically shared with authorities before an emergency occurs. In the aftermath of an emergency, a proactive approach aiming at presenting the support to be possibly provided by the HEF should be adopted.
Improving future interventions	Satisfactory	The advice shared by respondents on the activity inception process should be shared internally and taken into account in the phase of development of new activities.

A summary note on the results of the survey is presented in **Annex VII**.

5.3/ REPORTING

KEY ACHIEVEMENTS

- ▶ Donors informed about the activities implemented with the support of the HEF

The 2018 Annual Progress Report of the HEF, which included a narrative section drafted by the Secretariat of the Fund and a financial section released by the UNESCO Bureau for Financial Management, was produced in English and French.



▲ **THE HEF 2018 ANNUAL PROGRESS REPORT** © UNESCO

The Report was shared with donors, partners and beneficiary countries, and distributed at meetings and events held at UNESCO Headquarters, as well as on the occasion of bilateral meetings and missions.

5.4/

DONORS' ADVISORY GROUP

KEY ACHIEVEMENTS

- ▶ Donors' awareness of the activities supported through the HEF strengthened
 - ▶ HEF outreach improved
-

The HEF Donors' Advisory Group (DAG) was established in January 2018 on the occasion of the second donors meeting of the HEF. H.E. Mr Khalifa Jassim Al-Kuwari, Director General of the Qatar Fund for Development, was elected as co-chair of the Group, joining Mr Ernesto Ottone R., UNESCO Assistant Director-General for Culture, co-chair *ex officio*. The aim of the DAG is to facilitate the sharing of information and best practices on the implementation of activities supported by the HEF, and to offer advice

related to the Fund's strategy and its fundraising, reporting, branding and communication approaches. The DAG does not take decisions on the allocation of resources under the HEF.

The first meeting of the DAG was held at UNESCO Headquarters on 18 April 2019 and gathered representatives from donor countries and chairpersons of the UNESCO Regional Groups. The agenda included the main achievements of the Fund in 2018, a debate over the challenges encountered, the outreach strategy of the Fund and the identification of priority areas of action for 2019.

Suggestions shared by donors during the DAG meeting led to the development of further outreach initiatives, such as the presentation of the HEF at a high-level event organized on 20 November 2019 in the framework of the Forum of Ministers of Culture and at a side event in the context of the 14th session of the Intergovernmental Committee for the Safeguarding of the Intangible Cultural Heritage (Bogotá, Colombia, 9 to 14 December 2019).

CHAPTER 6

CONCLUSIONS

6.1 / ACHIEVEMENTS

In 2019, **the HEF continued to expand its geographical scope**, supporting 32 preparedness and response interventions which benefited 17 countries, either through in-country operations or through capacity-building activities in a third country, bringing the overall number of beneficiary countries reached since the beginning of its operations in 2016 to 55, out of which 36 percent are in Africa and 20 percent in Small Island Developing States (SIDS) (**see map on the inside cover**).

In 2019, the Asia and the Pacific was the region with the highest number of beneficiary countries supported (6), followed by the Arab States (5), Africa (4), Europe and North America (1) and Latin America and the Caribbean (1).

If considering the operation of the HEF since its inception, Africa remains the top beneficiary region (20 countries), followed by Asia and the Pacific and Latin America and the Caribbean (12 countries each), the Arab States (7 countries) and Europe and North America (4).

The HEF continued addressing emergencies resulting from both conflicts and disasters, with 14 and 18 activities implemented in each field, respectively.

Furthermore, **the HEF fulfilled its mandate to support critical interventions that cannot be sustained under earmarked financing mechanisms**. The Fund notably demonstrated its added value by filling a strategic gap: covering, through short-term and first-aid activities, the critical needs that arise between the occurrence of an emergency and the implementation of long-term and large-scale recovery projects.

At policy level, activities supported by the HEF fed the reflection on the role of communities in safeguarding ICH in emergencies, which resulted in the adoption of the 'Operational principles and modalities for safeguarding intangible cultural heritage in emergencies' by the 14th session of the Intergovernmental Committee for the Safeguarding of

the Intangible Cultural Heritage (Bogotá, Colombia, 9 to 14 December 2019).

With regard to **communication**, the development and dissemination of promotional materials, the organization of two strategic events and the regular updating of the HEF webpage significantly strengthened the outreach of the Fund.

In terms of **mobilization of resources**, **the Fund successfully fulfilled a role of catalyst and multiplier of funding**.

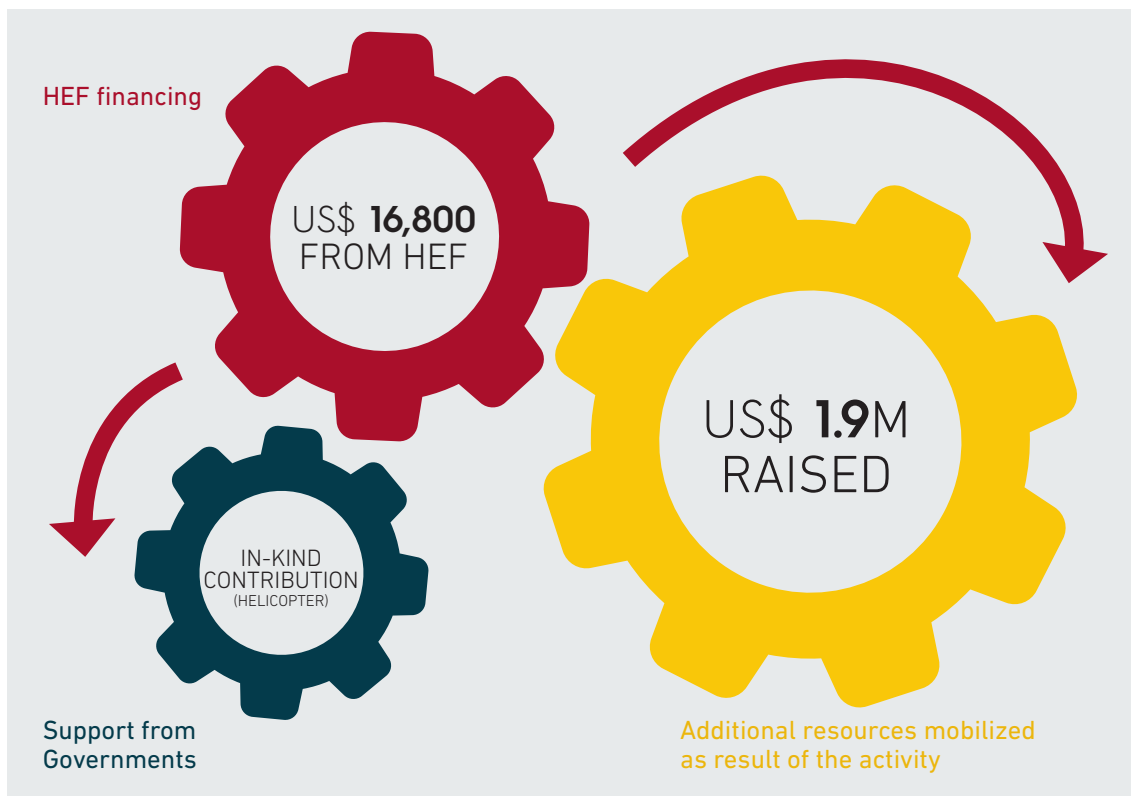
At a global level, three HEF donors (Norway, Monaco and Andorra) confirmed their support in 2019 and a new one (Serbia) joined.

Furthermore, approximately 1 out of 4 activities supported by the HEF in 2019 has led to the successful mobilization of in-kind resources (such as working time, venues for meetings and workshops, logistical support, etc.) from governmental or implementing partners.

In addition, some activities leveraged a substantial amount of funding for the future rehabilitation of the cultural heritage of the countries concerned, thus demonstrating the HEF's strategic role in planning for recovery.

For example, the risk assessment of the Minaret of Jam (Afghanistan) supported by the HEF in 2017 with an amount of US\$ 16,800 was matched by an in-kind contribution of the Afghan government (helicopter transportation to the site of the Minaret) and led to the approval by ALIPH in 2019 of the project 'Safeguarding the Archaeological Remains and Minaret of Jam', which resulted in the signing in early 2020 of the related US\$ 1.9M agreement.

With regard to **management**, the establishment of the HEF Evaluation Committee, the revision of the HEF Guidelines and the systematic notification of the approval of activities to Permanent Delegations of beneficiary countries significantly **improved the operation of the HEF**. The launching of a survey among HEF beneficiary countries to assess the impact of its operations resulted in **strengthened credibility**.



The success of the HEF is related not only to its programmatic and resource mobilization achievements, but to the **modalities of its operation**:

- ▶ **Rapidity:** Funds were decentralized to UNESCO Field Offices within hours of the request, revealing an unequalled capacity for rapid interventions when compared to other funding modalities and tools currently existing within the Culture Sector and the Organization.
- ▶ **Flexibility:** Thanks to the non-earmarked nature of the Fund, the Organization could intervene when, where and in whichever way was needed.
- ▶ **Interdisciplinarity:** Not only did the Fund support individual activities in all the domains covered by the six Culture Conventions, it also financed global interventions concerning culture as a whole.

A further factor that strategically contributed to the success of the HEF is the **key role played by UNESCO's network of Field Offices**, at different levels:

- ▶ Ensuring that activities reflect priorities and needs of affected communities and are endorsed by national and local authorities.
- ▶ Implementing activities on the ground, with the possibility of identifying evolving circumstances and adapting implementation as needed.

▲ **THE HEF AS CATALYST AND MULTIPLIER OF FUNDING. THE CASE OF THE MINARET OF JAM (AFGHANISTAN)**
© UNESCO

- ▶ Enabling the HEF to play its catalyst role, by convincing authorities and partners to support the implementation of activities via financial or in-kind contributions.
- ▶ Multiplying HEF outreach efforts thanks to their own communication assets (staff, webpages, press outreach, etc.).

6.2/ CHALLENGES AND WAYS TO ADDRESS THEM

Over the course of 2019, key challenges were identified in relation to the programme and resource mobilization approach of the HEF.

With regard to the programme, the main challenge concerns **implementation constraints related to the evolving situation on the ground** or to changing

security or accessibility conditions: this is an inevitable problem in emergency situations and is expected to persist in the future.

A second challenge relates to a certain **lack of proactivity in the conceptualization of emergency preparedness activities**. In fact, the consultation of national authorities in order to identify needs related to emergency preparedness (capacity-building, inventories, risk preparedness plans, cultural risk mapping, etc.) does not happen consistently and thoroughly everywhere in the world. As a result, the Fund operates on an 'upon request' basis, both on emergency preparedness and response. This could be addressed by better structuring the consultation process, with the goal of arriving at a clear strategy and defined priorities for the HEF at the beginning of every biennium.

With regard to resource mobilization, the key challenge is the current **limited success in resource mobilization**. The narrow donor base, the unbalanced share of contributions between existing donors, the limited amount of most contributions and the irregular distribution of contributions, jointly result in a lack of sustainability of the Fund, which needs to be addressed as a matter of priority. As previously mentioned, improvements in this area do not so much require the launching of additional communication and visibility activities, but would rather imply changing the scope of the HEF or diversifying funding modalities to support the emergency preparedness and response programme. The 2020 meeting of the Donors' Advisory Group will provide the opportunity for a discussion in this regard.

The last challenge relates to a **perceived lack of visibility of the Fund**, despite the multiplicity of outreach and visibility activities and initiatives implemented. While this partly derives from different views on the scope of the Fund, on what is expected in terms of visibility, and on what should be indicators for success and strategic initiatives to ensure donor visibility, it is intended that this will represent an area of work of primary importance for 2020-2021. The development of the HEF Communication and Visibility Plan 2020-2021 will be entrusted to a communications company.

6.3/ THE WAY FORWARD

In 2020, the Heritage Emergency Fund will continue to pursue its mandate and broaden its action.

A **Results Framework** for the HEF has been developed for the 2020-2021 biennium, building on ER5 and on the objectives of the Strategy. While the Results Framework clarifies the overall terms of the work to be conducted, it is intended that the actual operations are identified on a case-by-case basis and as necessary, due to the intrinsically unpredictable needs and action required.

At the programmatic level, **the Fund will continue to support requests for immediate intervention** in the aftermath of conflict and disasters globally, **as well as initiatives to improve preparedness**, while establishing or strengthening strategic partnerships with international organizations and other key stakeholders. This will have the dual purpose of strengthening the capacity of UNESCO Member States to prepare for and respond to emergencies and to incorporate a concern for cultural heritage in disaster risk reduction, security and peace operations, in line with the UNESCO *Strategy on Culture in Emergencies* and the Fund's Results Framework 2020-2021.

In the long term, the strategic focus of the HEF could be reassessed by shifting more emphasis onto emergency response, rather than preparedness. This would reflect the fact that a dedicated cross-cutting Expected Result on culture in emergencies has been included in UNESCO's Programme for 2018-2021 (C/5), requiring all Cultural Conventions to mainstream this issue in their programmes and budgets.

In the short to medium term, however, it will be important for the HEF to continue supporting **preparedness activities**. The Secretariat of the Fund will engage systematically with UNESCO Field Offices in Africa, Latin America, the Arab States and Asia and the Pacific to identify needs, define activities to be funded and backstop their implementation. These may include support to inventories and workshops aimed at assisting national authorities in elaborating disaster risk preparedness plans and protocols for cultural sites and institutions.

In addition, once preparedness and response activities are approved, UNESCO will continue **informing the Permanent Delegations to UNESCO of beneficiary countries**, but will also start informing

the Permanent Delegations of **donor countries**, so that, in turn, they can share such information with their Embassies in the countries concerned, with an overall view of strengthening and broadening ongoing cooperation.

Communication and outreach efforts will be continued and expanded, with the objective to raise awareness on the existence, the scope and the programme of activities of the Fund. Web and social media communication will notably be strengthened.

With regard to the **mobilization of resources**, efforts will be made to diversify and enlarge the HEF donor base.

Based on the experience of previous years, existing implementation constraints and the nature of the HEF (whose purpose is not large-scale and long-term interventions, but immediate intervention and first aid), the goal would not be to increase substantially the current revenues of the Fund, which are adequate for the time being, but rather to ensure their sustainability, predictability and more balanced donorship. This would entail attracting new donors, who, insofar as possible, would be willing to enter into a long-term partnership with UNESCO.

Accordingly, the following objectives will be pursued in 2020:

- ▶ Obtaining the support of five donors, of which at least one is from Asia and the Pacific, Latin America and the Caribbean, or Africa.
- ▶ Out of those donors, ensuring that at least one contribute US\$250,000 or more.
- ▶ Developing at least one partnership based on long-term agreements and regular annual contributions.

In order to achieve these objectives, **UNESCO will:**

- ▶ Promote the HEF through: appeals during meetings of UNESCO's Executive Board; targeted presentations during meetings of UNESCO regional groups; dissemination of promotional material at high-level events; and bilateral meetings of the Director-General, the Assistant Director-General for Culture and the Director for Culture and Emergencies.
- ▶ Develop and implement the HEF's Communication and Visibility Plan 2020-21.

The support of current HEF donors will also be sought, beyond financial contributions, on two levels: on one hand, through public statements on

the relevance of the HEF and on the success of its operations, for example during sessions of UNESCO's Executive Board or statutory meetings of the six Culture Conventions, and on the other hand, through promoting the HEF among cultural institutions or private sector actors in their countries, which could be interested in partnering for the preservation of cultural heritage in emergency situations, and facilitating negotiations with UNESCO.

ANNEX I

EMERGENCY PREPAREDNESS AND RESPONSE PROGRAMME SUPPORTED BY THE HEF

1. The impacts of disasters and conflicts on heritage and their consequences on sustainable development, peace and security

World Heritage properties and cultural and natural heritage resources, including intangible expressions, are increasingly affected by disasters and conflict situations throughout the world. These threats to cultural heritage can result from a variety of underlying factors, including natural hazards, climate change and political instability, which often reinforce each other.

Earthquakes, fires, floods, landslides and typhoons have caused over the past several years extensive damage to, if not the complete loss of, innumerable cultural and natural heritage sites, museums, cultural institutions and intangible practices. In a conflict situation, heritage is particularly at risk, both because of its inherent vulnerability and for its high symbolic value. As culture is often used as a target and a source of financing of conflict, the protection of cultural heritage also has important implications in terms of international security.

Often, heritage is caught in the crossfire of hostilities between belligerent parties, or it is the victim of pillage and looting in times of chaos and political unrest. More troublingly, heritage is at times the target of deliberate destruction, with the intention of obliterating the very identity of individuals and groups, severing their links to the land and breaking the bonds that keep them together as a community. This occurred in 2001 with the Buddha statues of Bamiyan, in Afghanistan and, as we have tragically witnessed, in the northern region of Mali, as well as in Syria and Iraq more recently.

In addition to the loss of the unique records of our past of great historic, aesthetic and scientific value, the destruction of cultural and natural heritage has a very negative impact on communities, since it affects the ability of heritage to serve as a fundamental resource for their sustainable development. It also impedes its ability to act as an anchor for their spirituality and identity, around

which affected communities can rebuild in times of distress.

Immediately after a disaster and particularly during active conflict periods, people often find in heritage an essential element of material and psychological support. To be able to access one's heritage – be it a religious building, a historic city, an archaeological site or even a landscape – or simply to know that it is still there, is not only a human right. It also provides a much-needed sense of continuity and supports resilience. In complex emergency situations, culture can moreover be a vehicle to foster tolerance, mutual understanding and reconciliation, mitigating social tensions and preventing renewed escalation into violent conflict. Film, dance and theatre, for example, have been used to build mutual understanding among diverse refugee communities.

In the post-disaster and post-conflict phase, the rehabilitation of heritage may contribute to strengthening the resilience of a community, and to healing the scars caused by war, by helping vulnerable people recover a sense of dignity and empowerment. The acknowledgment and restoration of heritage, based on shared values and interests, may also foster mutual recognition, tolerance and respect among different communities, which is a precondition to a society's peaceful development.

Heritage, on the other hand, is not just a liability when it comes to disasters. A vast literature has shown that well-maintained heritage sites and structures may reduce disaster risks. They transmit traditional knowledge associated with building techniques and environmental management.

Protecting heritage from the risks associated with disasters and situations of conflict, including when lives are at risk and humanitarian concerns become a priority, is therefore a fundamental development imperative and security issue.

2. The challenges to be addressed

Within this context, many countries are both unaware of the risks affecting their heritage and unprepared to

address them. Typically, heritage site managers are preoccupied with day to day issues, or with raising funds for ongoing restoration or conservation work. Little opportunity or leeway is provided for disaster risk management concerns and even less for possible situations of armed conflict. Despite preparation for potential disasters, they do often occur and inflict considerable damage.

Once disaster strikes, the capacity to respond quickly is often lacking. This results in lost opportunities to control and reduce the extent of the damage. When a disaster occurs or when conflict situations arise, heritage is indeed often exposed to greater and unforeseen risks that may lead to catastrophic consequences, unless immediate safeguarding measures are taken. These risks include the collapse of destabilized structures, the looting of materials or collections and the loss of precious archival records.

UNESCO, in cooperation with a number of partners such as ICOMOS, IUCN, ICCROM and ICOM² has developed a variety of tools over the years to manage risks to heritage from disaster and conflict situations. These organizations address all stages of the disaster risk management cycle, that is, before, during and after an emergency situation. Activities implemented range from the development of guidance materials³ and training programmes to response and recovery initiatives in the field.

The unprecedented attacks against culture and heritage, notably in the Middle East, together with the increased occurrence of disasters have, however, called for new and more effective approaches to meet these challenges.

Therefore, at its 38th General Conference in November 2015, UNESCO adopted a *Strategy for the reinforcement of the organization's actions for the protection of culture and the promotion of cultural pluralism in the event of armed conflict*, and, at its 39th General Conference in November 2017, the related *Addendum concerning emergencies associated with disasters caused by natural and human-induced hazards*. In 2017, an Action Plan for

their implementation was endorsed by the UNESCO Executive Board at its 20st session.

The *Strategy* builds on the six culture conventions administered by UNESCO by strengthening their synergy and operational capacity to achieve two dual objectives:

- ▶ To strengthen Member States' ability to prevent, mitigate and recover the loss of cultural heritage and diversity as a result of conflicts and disasters.
- ▶ To incorporate the protection of culture into humanitarian action, security strategies and peace-building processes.

This involves strengthening existing collaboration with traditional partners and establishing new forms of cooperation with actors beyond the field of culture such as the humanitarian and security sectors.

By protecting cultural heritage and promoting cultural pluralism in emergency situations, UNESCO contributes towards protecting human rights, preventing conflicts and building peace, upholding international humanitarian law and enhancing resilience among communities.

3. A Programme for Emergency Preparedness and Response

In order to be able to assist the Member States of UNESCO in responding to critical situations and managing disaster and conflict-related risks to their heritage, a **Programme for Emergency Preparedness and Response**, coordinated by a dedicated Unit within the Culture Sector of the Organization, has been established, in close cooperation with the relevant entities at Headquarters and UNESCO Field Offices.

This programme concerns **emergencies affecting culture**, defined as follows:

A situation of imminent threat to heritage, resulting from natural or human-made hazards, including armed conflict, in which a Member State finds itself unable to overcome the severe consequences of the situation on the protection, promotion and transmission of heritage or on efforts to foster creativity and protect the diversity of cultural expressions, and where immediate action is required.

The programme is supported through the **Heritage Emergency Fund**, whose mandate is to address, through short-term and first-aid activities, the

2. ICOMOS is the International Council of Monuments and Sites; IUCN is the International Union for the Conservation of Nature; ICCROM is the International Centre for the Study and the Protection of Cultural Property; ICOM is the International Council of Museums.

3. See, for example, the Resource Manual on Managing Disaster Risks at World Heritage properties (<http://whc.unesco.org/en/activities/630/>); the UNESCO Cultural Heritage Protection Handbooks Series, covering movable heritage (see: <http://www.unesco.org/new/en/culture/themes/museums/movable-heritage-outreach-programme/cultural-heritage-protection-handbooks-in-local-languages/>) and the UNESCO/ICOM Museum Studies Training Programme (see: <http://www.unesco.org/new/en/culture/themes/museums/unescoicom-museum-studies-training-package/>).

critical needs that arise between the occurrence of an emergency and the implementation of long-term and large-scale recovery projects. It thus fills a strategic gap, as it supports critical interventions that rely upon funding immediately available and in standby, and that in consequence cannot be sustained under traditional financing mechanisms, which are based upon time-taking planning processes. By filling this gap, the HEF plays a role of catalyst of further funding, as those interventions provide the necessary baseline information for the development of recovery projects.

The programme supports short-term small-scale **activities** in three main areas:

3.1 Preparedness

The effects of a disaster or conflict can be mitigated if appropriate measures are taken to anticipate them. Typical activities include:

- ▶ Provision of technical assistance for the implementation of emergency preparedness and risk mitigation interventions on cultural heritage and diversity
- ▶ Development of capacity-reinforcement materials on the implementation of emergency preparedness and risk mitigation interventions on cultural heritage and diversity
- ▶ Organization of training workshops in different regions, on the implementation of emergency preparedness and risk mitigation interventions on cultural heritage and diversity, for professionals in cultural heritage as well as disaster risk reduction, crisis response and emergency management, including women
- ▶ Development of studies on cultural heritage and diversity in emergencies
- ▶ Organization of or participation in coordination meetings with potential or current partners
- ▶ Advocacy for the protection and promotion of cultural heritage and diversity in emergencies at information and statutory meetings, or promotional and fundraising events
- ▶ Development or updating and dissemination of awareness-raising materials on culture in emergencies
- ▶ Advocacy for the importance to protect and promote cultural heritage and diversity in

emergencies at information and statutory meetings, or promotional and fundraising events.

3.2 Response

When disaster strikes, there is no time to waste in identifying exactly what the situation calls for. By sending a small team of experts within hours of a disaster, UNESCO is able to quickly assess the needs and advise government agencies and international donors on the most critical actions required to avoid the further loss of heritage.

Furthermore, it is within the first few days or two to three weeks that the worst can be avoided in a disaster, if material support can be quickly provided. This could consist of the erection of temporary structures to stabilize weakened buildings, the provision of new equipment to replace damaged ones, or the rapid reconstruction of field stations to ensure that the site management authority can maintain a presence in sensitive areas.

The recovery/rehabilitation stage can be a long process requiring the participation of teams of experts as well as the establishment of multi-stakeholder management group to support national authorities and coordinate the relief effort. Activities in the context of response include:

- ▶ Deployment of rapid assessment and advisory missions, including Post-Disaster Needs Assessments (PDNA) and Recovery and Peace-Building Assessments (RPBA)
- ▶ Implementation of urgent interventions on the ground
- ▶ Documentation and monitoring activities
- ▶ Implementation of Post-Conflict or Post-Disaster training activities targeting professionals of all genders in cultural heritage as well as disaster risk management, crisis response and emergency management
- ▶ Organization of or participation in coordination, advocacy or fundraising meetings
- ▶ Temporary staff support to UNESCO Field Offices for emergency response.

3.3 Mobilization of resources

In addition to the above components, the programme also involves initiatives for communication and

outreach, aiming at mobilizing resources for this strategic area of work. These include:

- ▶ Development or updating and dissemination of promotional and fundraising materials related to the Heritage Emergency Fund
- ▶ Presentation of the Heritage Emergency Fund and its programme of activities at information meetings, statutory meetings or promotional events.

4. Implementation, monitoring and evaluation

The implementation of the programme is coordinated by the Emergency Preparedness and Response Unit, based at UNESCO Headquarters and operating within the Culture and Emergencies entity of the Culture Sector. The Unit plays a coordinating role and concentrate its input in the planning stages of the interventions and in the immediate response, in coordination with the responsible Headquarters and Field officers.

Periodic evaluations of the programme are undertaken in accordance with UNESCO's evaluation policy and guidelines.

ANNEX II

HEF FINANCIAL REGULATIONS

(adopted by the UNESCO Executive Board at its 196th session, October 2015)

Article 1 – Creation of a Special Account

- 1.1 In accordance with Article 6, paragraphs 5 and 6, of the Financial Regulations of UNESCO, there is hereby created a Special Account for the protection of heritage in emergency situations, hereafter referred to as the 'Heritage Emergency Fund'.
- 1.2 The following regulations shall govern the operation of the Heritage Emergency Fund.

Article 2 – Financial period

The financial period shall correspond to that of UNESCO.

Article 3 – Purpose

The purpose of the Heritage Emergency Fund is to finance activities and projects under a Programme for 'Heritage Emergency Preparedness and Response' which would enable UNESCO to assist its Member States in protecting natural and cultural heritage from disasters and conflicts by more effectively preparing and responding to emergency situations.

Article 4 – Income

The income of the Heritage Emergency Fund shall consist of:

- (a) voluntary contributions from States, international agencies and organizations, as well as other entities;
- (b) such amounts provided from the regular budget of the Organization as might be determined by the General Conference;
- (c) such subventions, endowments, gifts and bequests as are allocated to it for purposes consistent with the object of the Special Account;
- (d) miscellaneous income, including any interest earned on the investments referred to in Article 7 below.

Article 5 – Expenditure

The Heritage Emergency Fund shall be debited with the expenditure relating to its purpose as described in Article 3 above, including administrative expenses specifically relating to it and programme support costs applicable to Special Accounts.

Article 6 – Accounts

- 6.1 The Chief Financial Officer shall maintain such accounting records as are necessary.
- 6.2 Any unused balance at the end of a financial period shall be carried forward to the following financial period.
- 6.3 The accounts of the Heritage Emergency Fund shall be presented for audit to the External Auditor of UNESCO, together with the other accounts of the Organization.
- 6.4 Contributions in kind shall be recorded outside the Heritage Emergency Fund.

Article 7 – Investments

- 7.1 The Director-General may make short-term investments of sums standing to the credit of the Heritage Emergency Fund.
- 7.2 Interest earned on these investments shall be credited to the Heritage Emergency Fund.

Article 8 – Closure of the Special Account

The Director-General shall decide upon the closure of the Heritage Emergency Fund at such time as she deems that its operation is no longer necessary and inform the Executive Board accordingly.

Article 9 – General provision

Unless otherwise provided in these Regulations, the Heritage Emergency Fund shall be administered in accordance with the Financial Regulations of UNESCO.

ANNEX III

ASSESSMENT OF THE IMPLEMENTATION OF THE 2018-2019 HEF COMMUNICATION AND VISIBILITY PLAN

CHANNEL	EXPECTED DELIVERABLE	DATE	STATUS AND COMMENTS
Press	Press kit (EN, FR)	Nov 2019	Completed
	Articles/ads (EN, FR)	2019	Completed
	Article in the World Heritage Review (EN, FR)	April 2018	Completed – Article 'The Heritage Emergency Fund: Additional resources to fight illicit trafficking' published in the review's April 2018 issue
Events	Photo exhibition (EN, FR)	Nov 2019	Replaced by a high-level event in the framework of the Forum of Ministers of Culture
	Promotional event (EN, FR)	Dec 2019	Completed – Side event on 'The Heritage Emergency Fund: Safeguarding intangible cultural heritage in crises' organized in the framework of the 14th session of the Intergovernmental Committee for the Safeguarding of the Intangible Cultural Heritage
	Events organized in the context of the activities implemented (EN + as appropriate)	2018-2019	Completed
	Events attended during UNESCO missions (EN + as appropriate)	2018-2019	Completed
Web	HEF webpage (EN, FR)	Jan 2019	Completed
	News and other updates of the HEF webpage (EN, FR)	2018-2019	Completed
	News on other UNESCO webpages (EN, FR)	2018-2019	Completed
Visual identity	Logo (EN, FR)	Jan 2018	Completed
	Graphic layout for promotional materials (EN, FR, ES, AR)	Jan 2018	Completed
	PowerPoint template (EN, FR)	Jan 2018	Completed
Promotional materials and publications	Leaflet (EN, FR, ES, AR)	Dec 2019	Completed
	Executive Summary of the Annual Progress Report (EN, FR, ES, AR)	April 2018 and April 2019	Completed
	Roll-up banner (EN, FR)	Nov 2019	Completed
	References in publications supported by the HEF (EN + as appropriate)	2018-2019	Completed
Video messages	Two-minute video messages from beneficiaries of the activities (EN, FR, ES)	Dec 2019	Completed
	One-minute video messages from high-level personalities (EN, FR, ES)	--	Not launched

CHANNEL	EXPECTED DELIVERABLE	DATE	STATUS AND COMMENTS
UNESCO institutional communication	Documents for Governing Bodies Meetings (EN, FR, ES, CN, RU)	2018-2019	Completed
	Documents for Statutory Meetings of the six Culture Conventions (EN, FR)	2018-2019	Completed
	HEF Donors' Advisory Group	April 2018 and April 2019	Completed
	UNESCO Regional Groups meetings	2019	Completed
Social media	Facebook posts (EN, FR)	2018-2019	Completed
	Twitter posts (EN, FR)	2018-2019	Completed
Partnerships	Information on website, magazines, brochures (EN + as appropriate)	--	Not launched
Champions	Information through social media, videos, events (EN + as appropriate)	--	Not launched

ANNEX IV

HEF 2018-2019 FINANCIAL REPORT

(issued by the Grants Management Section of the UNESCO Bureau of Strategic Planning as at 31 December 2019)



Special Account for the UNESCO Heritage Emergency Fund

Financial Status Report as at 31 December 2019

(Expressed in US Dollars)

424GLO4001

Income

Voluntary Contributions - Annex 1 column 2018-2019	3,289,122.12
Interest	146,640.00
TOTAL INCOME	<u>3,435,762.12</u>

Deduct

EXPENDITURE

Programme expenditure incurred - Annex 2	2,423,595.81
TOTAL EXPENDITURE	<u>2,423,595.81</u>

EXCESS OF INCOME OVER EXPENDITURE

1,012,166.31

Fund balance as at 1 January 2018

1,687,135.10

Savings/(overspending) on prior years' budget

(54,175.86)

FUNDS AVAILABLE AS AT 31 DECEMBER 2019

2,645,125.55

*Financial Report issued by the Grants Management Section, Bureau of Strategic Planning.
The total income and expenditure are in accordance with UNESCO's financial records.*

Issued on: 14 February 2020

Ebrima SARR
Chief Grants Management Section,
Bureau of Strategic Planning

Special Account for the UNESCO Heritage Emergency Fund

Statement of Income

As at 31 December 2019

(Expressed in US Dollars)

	Prior to 2018	2018-2019	Total
Governments			
Andorra	13,252.78	18,524.93	31,777.71
Canada	-	151,618.53	151,618.53
Estonia	34,255.95	11,376.60	45,632.55
Luxembourg	33,502.64	-	33,502.64
Monaco	39,682.47	34,855.94	74,538.41
Netherlands	37,154.95	-	37,154.95
Norway	535,576.41	1,070,724.12	1,606,300.53
Qatar	1,999,973.00	1,999,960.00	3,999,933.00
Serbia	-	1,650.17	1,650.17
Slovakia	16,447.35	-	16,447.35
	2,709,845.55	3,288,710.29	5,998,555.84
Other Donors			
Online donations	3,163.25	411.83	3,575.08
ANA Holdings INC. (Transfer from General Fund 570NFJ9000)	90,000.00	-	90,000.00
Donation	767.95	-	767.95
Sub-total	2,803,776.75	3,289,122.12	6,092,898.87
Interest	51,887.00	146,640.00	198,527.00
Total Income	2,855,663.75	3,435,762.12	6,291,425.87

Financial Report issued by the Grants Management Section, Bureau of Strategic Planning.



Special Account for the UNESCO Heritage Emergency Fund

Annex 2

Expenditure Report by Activity
for the period 1 January 2018 to 31 December 2019

(Expressed in US Dollars)

	2018-2019 Budget	2018-2019 Disbursements	Unliquidated Obligations	Total Expenditure	% Exp. Vs Budget
1. PREPAREDNESS					
1.1. Technical assistance	300,000.00				
1.1.1. Global					
1.1.2. Africa					
1.1.3. Arab States		42,532.85	41,638.42	84,171.27	
1.1.4. Asia and the Pacific		49,016.15		49,016.15	
1.1.5. Latin America and the Caribbean					
1.1.6. Europe and North America		4,115.79	5,070.00	9,185.79	
1.2. Capacity-building materials and resources	200,000.00				
1.2.1. Global		2,273.59		2,273.59	
1.2.2. Africa					
1.2.3. Arab States					
1.2.4. Asia and the Pacific					
1.2.5. Latin America and the Caribbean					
1.2.6. Europe and North America					
1.3. Training activities	200,000.00				
1.3.1. Global					
1.3.2. Africa		1,861.98		1,861.98	
1.3.3. Arab States		44,296.12		44,296.12	
1.3.4. Asia and the Pacific		31,308.58	464.10	31,772.68	
1.3.5. Latin America and the Caribbean					
1.3.6. Europe and North America					
1.4. Studies and research for policy and tool development	152,862.16				
1.4.1. Global		38,093.46		38,093.46	
1.4.2. Africa					
1.4.3. Arab States					
1.4.4. Asia and the Pacific					
1.4.5. Latin America and the Caribbean					
1.4.6. Europe and North America					
1.5. Coordination, advocacy and fund-raising meetings with key partners	200,000.00				
1.5.1. Global		12,986.86		12,986.86	
1.5.2. Africa		2,127.60		2,127.60	
1.5.3. Arab States		5,009.11	6,195.60	11,204.71	
1.5.4. Asia and the Pacific		2,268.35		2,268.35	
1.5.5. Latin America and the Caribbean		9,872.51		9,872.51	
1.5.6. Europe and North America		145.34		145.34	
1.6. Awareness-raising and educational activities	200,000.00				
1.6.1. Global		49,424.95		49,424.95	
1.6.2. Africa					
1.6.3. Arab States					
1.6.4. Asia and the Pacific					
1.6.5. Latin America and the Caribbean					
1.6.6. Europe and North America					
Sub-total	1,252,862.16	295,333.24	53,368.12	348,701.36	27.83%
2. RESPONSE					
2.1. Assessment and advisory missions, including Post Disaster Needs Assessments & Recovery and Peace-Building Assessments	350,000.00				
2.1.1. Global		11,184.76	9,414.29	20,599.05	
2.1.2. Africa		104,386.18	73,109.22	177,495.40	
2.1.3. Arab States		9,558.79		9,558.79	
2.1.4. Asia and the Pacific		172,426.65		172,426.65	
2.1.5. Latin America and the Caribbean		17,493.35		17,493.35	
2.1.6. Europe and North America		2,273.44	11,379.33	13,652.77	

	2018-2019 Budget	2018-2019 Disbursements	Unliquidated Obligations	Total Expenditure	% Exp. Vs Budget
2.2. Urgent interventions on the ground and planning for recovery	450,000.00				
2.2.1. Global					
2.2.2. Africa					
2.2.3. Arab States		204,578.70	52,764.00	257,342.70	
2.2.4. Asia and the Pacific		160,735.25	25,469.00	186,204.25	
2.2.5. Latin America and the Caribbean		66,029.03		66,029.03	
2.2.6. Europe and North America					
2.3. Assessment, documentation and monitoring activities	250,000.00				
2.3.1. Global					
2.3.2. Africa					
2.3.3. Arab States		13,957.35		13,957.35	
2.3.4. Asia and the Pacific					
2.3.5. Latin America and the Caribbean					
2.3.6. Europe and North America					
2.4. Post-Conflict and Post-Disaster training activities	350,000.00				
2.4.1. Global					
2.4.2. Africa					
2.4.3. Arab States					
2.4.4. Asia and the Pacific					
2.4.5. Latin America and the Caribbean					
2.4.6. Europe and North America					
2.5. Coordination, advocacy and fund-raising meetings with key partners	148,787.45				
2.5.1. Global					
2.5.2. Africa					
2.5.3. Arab States		135,174.23		135,174.23	
2.5.4. Asia and the Pacific					
2.5.5. Latin America and the Caribbean					
2.5.6. Europe and North America					
2.6. Temporary staff support for emergency response	400,000.00				
2.6.1. Global					
2.6.2. Africa					
2.6.3. Arab States		211,703.07		211,703.07	
2.6.4. Asia and the Pacific					
2.6.5. Latin America and the Caribbean					
2.6.6. Europe and North America					
Sub-Total	1,948,787.45	1,109,500.80	172,135.84	1,281,636.64	65.77%
3. MOBILIZATION OF RESOURCES FOR THE HERITAGE EMERGENCY FUND					
3.1. Promotional and fund-raising materials and resources	30,000.00	89,943.42	2,310.23	92,253.65	
3.2. Information meetings and promotional events	50,000.00	10,433.65		10,433.65	
Sub-Total	80,000.00	100,377.07	2,310.23	102,687.30	128.36%
4. MANAGEMENT FOR THE HERITAGE EMERGENCY FUND					
4.1. Coordination	302,581.97	450,923.45		450,923.45	
4.2. Monitoring and evaluation	50,000.00				
4.3. Reporting	20,000.00	67,005.15		67,005.15	
4.4. Donors' Advisory Group	50,000.00	7,301.34		7,301.34	
Sub-Total	422,581.97	525,229.94	0.00	525,229.94	124.29%
Total	3,704,231.58	2,030,441.05	227,814.19	2,258,255.24	60.96%
Management Costs	370,423.16	149,393.57	15,947.00	165,340.57	44.64%
Grand Total	4,074,654.74	2,179,834.62	243,761.19	2,423,595.81	59.48%

Financial Report issued by the Grants Management Section, Bureau of Strategic Planning.

ANNEX V

ASSESSMENT OF THE IMPLEMENTATION OF THE HEF 2018-2019 RESULTS FRAMEWORK

Impact: Culture protected and cultural pluralism promoted in emergencies related to conflicts and disasters caused by natural or human-made hazards to strengthen peace, security and resilience (ER5 of 39 C/5)

Outcome N° 1: Member States improve their preparedness to prevent, mitigate and recover the loss of cultural heritage and diversity as a result of conflicts and disasters

Quantitative and/or qualitative performance indicator (PI) (disaggregated by gender):	Baseline (B):	Source and means of verification (M):
PI 1. Percentage of supported Member States who have adopted procedures and measures to improve their preparedness	N/A	Survey

Output N°1: Capacities of national and local authorities reinforced and technical assistance provided to them for the implementation of emergency preparedness and risk mitigation interventions on cultural heritage

Quantitative and/or qualitative performance indicator (PI) (disaggregated by gender):	Baseline (B):	Source and means of verification (M):
PI 1. Number of Member States who have received technical assistance	NA	Reports
PI 2. Number of professionals in cultural heritage as well as disaster risk management, crisis response and emergency management who have advanced knowledge on the implementation of emergency preparedness and risk mitigation interventions on cultural heritage, and percentage of women	NA	Survey

Activities:

1. Provision of technical assistance (10 activities) for the implementation of emergency preparedness and risk mitigation interventions on cultural heritage

2. Development of one (1) capacity-building material on the implementation of emergency preparedness and risk mitigation interventions on cultural heritage

Note: Considering the emergency nature of the HEF, which operates upon request for both preparedness and response activities, the identification of targets at activity level was not always possible, or was based on an estimate.

Therefore, the assessment of output delivery and related target attainment reflects the extent to which Member States' requests of support were met as opposed to whether actual needs matched the original estimate.

		Assessment of outcome achievement (Not achieved/Partially/Fully)	Partially achieved
Target (T):		Assessment against target	
		31/12/2019	Assessment of target attainment (Not attained/Partially/Fully)
	20 percent	71 percent – 15 out of 21 Member States having participated in a survey on emergency preparedness and response activities implemented between June 2016 and June 2019	Exceeded
		Assessment of output delivery (Not achieved/Partially/Fully)	Fully delivered
Target (T):		Assessment against target	
		31/12/2019	Assessment of target attainment (Not attained/Partially/Fully/Exceeded)
	10	5	Partially attained
	100 (30 percent women)	132 (45 percent women)	Exceeded
		Status	
		5 The following technical assistance was provided in 2019: <ul style="list-style-type: none"> - Support for the development of emergency preparedness and response plans for the Sudanese National Museum and two World Heritage properties in Sudan was provided - Support for the development of an emergency preparedness plan for the World Heritage property of 'Petra' (Jordan) was provided - A cultural heritage risk mapping was conducted at the World Heritage property of 'Prambanan Temple Compounds' (Indonesia) - A risk assessment of petroglyphs in Upper Mustang (Nepal) was conducted - A risk assessment of built heritage in Gyumri (Armenia) was conducted. 	
		1 The Handbook 'Endangered Heritage – Emergency Evacuation of Heritage Collections' was laid out in French and printed in English, French and Arabic (in 2018).	

ANNEX I

3. Organization of five (5) training workshops in different regions, including one in Africa and one for Small Island Developing States (SIDS), on the implementation of emergency preparedness and risk mitigation interventions on cultural heritage, for professionals in cultural heritage as well as disaster risk management, crisis response and emergency management, including women

ANNEX II

ANNEX III

4. Development of two (2) studies (one for conflicts, one for disasters)

ANNEX IV

5. Organization of 10 coordination, advocacy or fundraising meetings with potential or current partners

ANNEX V

ANNEX VI

ANNEX VII

	<p>5</p> <p>The following training workshops were organized:</p> <ul style="list-style-type: none"> - 'First Aid to Cultural Heritage in Times of Crisis' for Africa (Bamako, Mali, 12 to 30 November 2018): 21 cultural experts and emergency actors from 17 Member States trained, including 17 from Africa and 8 women - 'Countering Antiquities Trafficking in the Mashreq' (Beirut, Lebanon, 16 to 20 April 2018): 31 professionals, academics and decision makers from 5 Member States trained, including 11 women - 'Disaster Risk Management for Culture and Heritage' for Serbia (Belgrade, Serbia, 12-13 February 2018): 25 representatives of Serbian institutions trained, including 15 women - 'General Principles of Risk Management for Culture' (Khartoum, Sudan, 10-12 April 2019): 18 management staff of Sudanese museums and World Heritage properties trained, including 5 women - 'Building Disaster Resilience for Cultural Heritage' (Hanoi, Viet Nam, 12-13 July 2019): 37 representatives of governmental entities, cultural institutions, and World Heritage properties trained (including 21 women).
	<p>2</p> <p>A UNESCO-World Bank Position Paper on 'Culture in City Reconstruction and Recovery' was published in 2018.</p> <p>A study on a human rights-based approach to the safeguarding of cultural heritage and cultural diversity in humanitarian, security and peace processes was developed in 2019, in cooperation with the Office of the High Commissioner for Human Rights (OHCHR).</p>
	<p>12</p> <p>The following meetings supported partnership coordination and advocacy efforts in support of a concern for heritage preservation in crisis situations:</p> <ul style="list-style-type: none"> - 2018 Understanding Risk Forum, organized by the World Bank (Mexico City, Mexico, 14-18 May 2018) - Working conference on 'Regional Approaches to Disaster Response and Recovery in the Caribbean', organized by the Caribbean Regional Branch of the International Council on Archives (Philipsburg, Sint Maarten, the Netherlands, 30 July-3 August 2018) - INSARAG Team Leaders and Working Groups Meeting (Bucharest, Romania, 16 to 21 September 2018) - 24th Annual Conference of the International Association of Peacekeeping Training Centres (Auckland, New Zealand, 2 October 2018) - European Civil Protection Forum 2018, organized by the European Commission (Brussels, Belgium, 5-6 March 2018) - International Conference on 'The Challenges of World Heritage Recovery' (Warsaw, Poland, 6-8 May 2018) - Third International Ministerial Conference on the Victims of Ethnic and Religious Violence in the Middle East (Brussels, Belgium, 14 May 2018) - Fourth World Reconstruction Conference (Geneva, Switzerland, 13-14 May 2019) - Eighth ICRC Regional Conference on International Humanitarian Law in Asia and Pacific (Bali, Indonesia, 24-26 September 2019) - Second Abu Dhabi Culture Summit (Abu Dhabi, United Arab Emirates, 7-11 April 2019) - World Forum for the Culture of Peace (The Hague, the Netherlands, 13 June 2019) - Event on the occasion of the International Day for Disaster Reduction (13 October 2019).

Output N°2: Awareness of Member States raised on the importance to protect heritage in emergency situations

Quantitative and/or qualitative performance indicator (PI) (disaggregated by gender):	Baseline (B):	Source and means of verification (M):
PI 1. Increased number of public statements of Member States who have referred to the importance to protect heritage in emergency situations, including during meetings of Governing Bodies	NA	Press reviews and notes of the meetings of the Governing Bodies

Activities:

1. Development of five (5) awareness-raising materials on culture in emergencies

2. Implementation of the #Unite4Heritage campaign

Outcome N° 2: Member States improve their emergency response capacity to prevent, mitigate and recover the loss of cultural heritage and diversity as a result of conflicts and disasters

Quantitative and/or qualitative performance indicator (PI) (disaggregated by gender):	Baseline (B):	Source and means of verification (M):
PI 1. Percentage of supported Member States whose loss of cultural heritage and diversity during an emergency has been prevented, mitigated and recovered	N/A	Activity reports

Output N°1: Technical support provided to Member States through rapid interventions, monitoring, coordination and planning for recovery

Quantitative and/or qualitative performance indicator (PI) (disaggregated by gender):	Baseline (B):	Source and means of verification (M):
PI 1. Number of requests of support from Member States which have been met	0	Activity reports

		Assessment of output delivery (Not achieved/ Partially/Fully)	Fully delivered
	Target (T):	Assessment against target	
		31/12/2019	Assessment of target attainment (Not attained/ Partially/Fully/Exceeded)
	30	41 14 during the 2018 sessions of the Executive Board 4 during the 2018 session of the World Heritage Committee 2 during the 2018 meeting of the 1999 Second Protocol Committee 2 during the 2019 sessions of the Executive Board 2 during the 2019 session of the World Heritage Committee 17 during the 2019 session of the Intergovernmental Committee for the Safeguarding of the Intangible Cultural Heritage	Exceeded
		Status	
		5 A second edition of the brochure 'Protecting Culture in Emergencies' was produced in English, French and Spanish as an online tool between 2018 and 2019. A digital exhibition 'Age-old Cities: A Virtual Journey from Palmyra to Mosul', held at the Institut du monde arabe (IMA) in Paris (France), from 10 October 2018 to 10 February 2019, included aerial views and 3D models of sites in Mosul documented thanks to the support of the HEF. A video presenting an overview of damage in the city of Mosul was produced and displayed at key events in 2018. A further 3D immersion video was produced in 2018 on the basis of drone imagery collected in Mosul. The webpage 'Culture in Emergencies' was regularly updated throughout 2018 and 2019.	
		1 The coordination of the campaign was ensured in 2018, through the hiring of a campaign manager, as well as backstopping and content checking by the EPR Unit.	
		Assessment of outcome achievement (Not achieved/Partially/Fully)	Fully achieved
	Target (T):	Assessment against target	
		31/12/2019	Assessment of target attainment (Not attained/Partially/Fully)
	100 percent	100 percent	Fully attained
		Assessment of output delivery (Not achieved/Partially/Fully)	Fully delivered
	Target (T):	Assessment against target	
		31/12/2019	Assessment of target attainment (Not attained/ Partially/Fully/Exceeded)
	25	27 Brazil, Burkina Faso, Côte d'Ivoire, El Salvador, India (2), Indonesia (2), Islamic Republic of Iran (2), Iraq (2), the Lao People's Democratic Republic, Libya, Mali, Mexico, Mozambique (2), Nepal, Sudan, Syrian Arab Republic, Togo, Tonga, Vanuatu, Yemen (3)	Exceeded

PI 2. Number of professionals in cultural heritage as well as disaster risk management, crisis response and emergency management who have advanced knowledge on emergency intervention procedures, and percentage of women	0	Survey	
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Activities:

1. Dispatch of eight assessment and advisory missions and five Post-Disaster Needs Assessments (PDNA)/Recovery and Peace-Building Assessments (RPBA)

2. Implementation of urgent interventions on the ground

3. Assessment, documentation and monitoring activities

ANNEX I

ANNEX II

ANNEX III

ANNEX IV

ANNEX V

ANNEX VI

ANNEX VII

140 (25 percent women)	231 (46 percent women) 19 in Libya (11 women, 8 men) 74 in Nepal (11 women, 63 men) 8 in Mozambique (2 women, 6 men) 79 in Lombok, Indonesia (69 women, 10 men) 15 in Palu, Indonesia (8 women, 7 men) 12 in Vanuatu (6 women, 6 men) 25 in Burkina Faso (25 men)	Exceeded
Status		
	<p>10 and 4</p> <p>Rapid assessment and advisory missions were conducted to:</p> <ul style="list-style-type: none"> - Togo, to assess the damage caused by heavy rains to the World Heritage property of 'Koutammakou, the Land of the Batammariba' (19-24 October 2018) - Libya, to assess the damage caused by conflict to the collection of books and manuscripts to the University of Benghazi (5-14 April 2018) - Tonga, to assess the damage caused by Tropical Cyclone Gita to historical buildings and cultural heritage sites in the Tongatapu Island (16-23 June 2018) - Vanuatu, to assess the needs related to intangible cultural heritage of the Ambae community following the compulsory evacuation and relocation resulting from the eruption of the Manaro Voui volcano (November 2018) - Brazil, to assess the damage caused by fire to the National Museum in Rio de Janeiro (12-24 September 2018) - Mozambique, to assess the damage caused by Tropical Cyclone Kenneth to the culture sector (22-30 November 2019) - Mali, to assess the needs related to cultural heritage at the World Heritage property of 'Cliff of Bandiagara (Land of the Dogons)' (22-28 July 2019) following civil unrest - Côte d'Ivoire, to assess the damage caused by floods to the World Heritage property of the 'Historic Town of Grand-Bassam' (25-30 November 2019) - Indonesia, to assess the needs related to traditional weaving activities in North and East Lombok following the August 2018 earthquake - El Salvador, to assess the damage caused by heavy rains to documentary heritage (10-16 May 2019). <p>Post-Disaster Needs Assessments for Culture were conducted in the State of Kerala (India) and in the Lao People's Democratic Republic in 2018, and in Mozambique and in the Islamic Republic of Iran in 2019.</p>	
	<p>10</p> <p>Emergency safeguarding and stabilization interventions were conducted at</p> <ul style="list-style-type: none"> - The Museum of Central Sulawesi in Palu (Indonesia) in 2018 - The sites of Moavenalmolk and Biglorbeghi (Islamic Republic of Iran) in 2018 - The Monastery Complex of Tochmilco (Mexico) in 2018 - The Institute of African and Asian studies and Folklore Department of the University of Khartoum (Sudan) in 2019 - The Old City of Sana'a (Yemen) in 2019 - The Historic Town of Zabid (Yemen) in 2019 - Three museums in Burkina Faso in 2019 - The Museum of Central Sulawesi in Palu (Indonesia) in 2019. <p>Furthermore, support was provided to the revival of musical life in Mosul (Iraq) and to intangible cultural heritage in Kerala (India) in 2019.</p>	
	<p>3</p> <p>A comprehensive 3-D documentation of the urban fabric and heritage of the city of Mosul (Iraq) was carried out in 2018.</p> <p>The results of a satellite imagery-based assessment of the damage to Aleppo (Syrian Arab Republic) were presented in the report 'Five Years of Conflict – The State of Cultural Heritage in the Ancient City of Aleppo', co-published by UNESCO and UNOSAT-UNITAR in English in 2018 and in French and Arabic in 2019.</p> <p>Monitoring via satellite imagery of cultural heritage sites in the Syrian Arab Republic, Iraq and Yemen was conducted in 2018, in cooperation with UNOSAT-UNITAR.</p>	

4. Implementation of Post-Conflict and Post-Disaster training activities targeting professionals in cultural heritage as well as disaster risk management, crisis response and emergency management, including women

5. Organization of coordination, advocacy or fundraising meetings

6. Temporary staff support to UNESCO Field Offices for emergency response

Outcome N° 3: Member States engage in the mobilization of resources for the Heritage Emergency Fund to support the protection of culture and the promotion of cultural pluralism in emergency situations

Quantitative and/or qualitative performance indicator (PI) (disaggregated by gender):	Baseline (B):	Source and means of verification (M):
PI 1. Percentage of Member States authorities who have referred to the Heritage Emergency Fund in their public statements at UNESCO and outside	1.5 percent	Records and press files
PI 2. Percentage of Member States who have supported the programme of activities supported by the Heritage Emergency Fund through the provision of human or financial resources	5 percent	Financial and administrative records

ANNEX I

ANNEX II

ANNEX III

ANNEX IV

ANNEX V

ANNEX VI

ANNEX VII

	0	No request of support in this area was received	
	5	<p>The rehabilitation of the cultural heritage of Iraq was advocated and fundraised for at the following events:</p> <ul style="list-style-type: none"> - Conference on the Reconstruction and Development of Iraq (Kuwait City, Kuwait, 12 to 14 February 2018) - Side event on the 'Revive the Spirit of Mosul' initiative at the 42nd session of the World Heritage Committee (Manama, Bahrain, 30 June 2018) - Coordination meeting with key international actors on UNESCO's intervention in Mosul (Baghdad, Iraq, 24 April 2018) - Coordination meeting with Mosul stakeholders (Mosul, Iraq, 16 August 2018) - International Conference on 'Revive the Spirit of Mosul' (UNESCO Headquarters, 10 September 2018). 	
	3 Offices (15 staff, out of which 4 are women)	<p>The UNESCO Office in Baghdad hired in 2018 3 staff (men) in Mosul, who ensured coordination in planning for recovery and substantial resource mobilization, including the development of 17 project proposals and the raising of over US\$68 million.</p> <p>The UNESCO Office in Beirut hired in 2018 one programme coordination officer (man), based in Aleppo (Syrian Arab Republic), to support on-site monitoring, coordination and planning of emergency interventions and first rehabilitation measures.</p> <p>The UNESCO Office in Kathmandu hired in 2018 11 specialists (restoration architects, IT professionals, structural engineers, conservation specialists, and archaeologists), out of which 4 were women, to implement post-earthquake heritage rehabilitation activities in in Nepal.</p>	
	Assessment of outcome achievement (Not achieved/Partially/Fully)	Partially achieved	
Target (T):	Assessment against target		
	31/12/2019	Assessment of target attainment (Not attained/Partially/Fully)	
10 percent (including 100 percent of donors and beneficiaries)	2.6 percent 5 Member States: 1 during the 2018 sessions of the Executive Board 1 during the 2018 meeting of the 1999 Second Protocol Committee 3 during the 2019 sessions of the Executive Board	Partially attained	
30 percent	14.5 percent 28 Member States: 7 having provided financial support to the HEF in 2018 and 2019, including 2 new donors (Andorra, Canada , Estonia, Monaco, Norway, Qatar and Serbia) 2 having provided human resources (the Netherlands and Switzerland) 19 having provided in-kind support (Bahrain, Belgium, Brazil, Germany, India, Indonesia, Islamic Republic of Iran, Iraq, Lebanon, Mali, Mexico, Nepal, New Zealand, Norway, Poland, Sudan, Tonga, Vanuatu, Viet Nam)	Partially attained	

ANNEX I

ANNEX II

ANNEX III

ANNEX IV

ANNEX V

ANNEX VI

ANNEX VII

Output N°1: Awareness of Member States raised on the programme of activities supported through the Heritage Emergency Fund

Quantitative and/or qualitative performance indicator (PI) (disaggregated by gender):	Baseline (B):	Source and means of verification (M):	
PI 1. Increased number of public statements of Member States referring to the Heritage Emergency Fund, including during meetings of Governing Bodies	3	Press reviews and notes of the meetings of the Governing Bodies	
PI 2. Increased number of Member States who have actively engaged in promotional events	60	Lists of participants of the meeting of donors to the Fund and of the meetings of the Regional groups	

Activities:

1. Production of six (6) promotional and fundraising materials on the programme of activities supported by the Heritage Emergency Fund and dissemination to key stakeholders in the public and private sectors, and development of one (1) comprehensive webpage on the programme of activities supported by the Heritage Emergency Fund and update with at least 25 news articles and four (4) new materials
2. Organization of five (5) information meetings/promotional events on the programme of activities supported by the Heritage Emergency Fund, targeting governmental and private donors

		Assessment of output delivery (Not achieved/Partially/Fully)	Partially delivered
Target (T):	Assessment against target		
	31/12/2019	Assessment of target attainment (Not attained/ Partially/Fully/Exceeded)	
10	5 1 during the 2018 sessions of the Executive Board 1 during the 2018 meeting of the 1999 Second Protocol Committee 3 during the 2019 sessions of the Executive Board	Partially attained	
70	30 14 participants in the 2018 and 2019 meetings of donors to the Fund and Donors' Advisory Group (Andorra, Canada, Estonia, Japan, Libya, Luxembourg, Monaco, the Netherlands, Norway, Paraguay, Qatar, Slovakia, Thailand and United Kingdom) 16 participants in the high-level event organized in 2019 in the framework of the Forum of Ministers of Culture (Brazil, Croatia, Ecuador, Haiti, Islamic Republic of Iran, Iraq, Jordan, Mali, Mexico, Federated States of Micronesia, Peru, Serbia, Sudan, Syrian Arab Republic, Viet Nam and Yemen) – <i>in addition to other countries included in the participants in the 2018 and 2019 meetings of donors to the Fund and the Donors' Advisory Group above</i>	Partially attained	
Status			
	<p>8 and 1 (17 and 4)</p> <p>The following promotional and fundraising materials were developed:</p> <ul style="list-style-type: none"> - Document wallets, notebooks and pens with the visual identity of the Heritage Emergency Fund, in English, French and Arabic (2018) - Executive Summary of the 2017 and 2018 HEF Annual Progress Reports, in English, French, Spanish and Arabic (2018 and 2019) - Article on the Heritage Emergency Fund in the April 2018 issue of the World Heritage review, in English and French - HEF leaflet, in English, French, Spanish and Arabic (2019) - HEF roll-up banner, in English and French (2019). <p>A webpage on the Heritage Emergency Fund was set up and updated throughout the biennium with 4 materials and 17 news articles, in English and French. Constant communication through social media and videos presenting the results of activities was ensured in 2018-2019.</p>		
	<p>12</p> <p>The following events allowed for the promotion and sharing of information on the HEF:</p> <ul style="list-style-type: none"> - Two (2) meetings of the HEF Donors' Advisory Group (UNESCO Headquarters, 3 May 2018 and 18 April 2019) - International Conference on 'Revive the Spirit of Mosul' (UNESCO Headquarters, 10 September 2018) - UNESCO Partners' Forum (UNESCO Headquarters, 11-12 September 2018) - Abu Dhabi Culture Summit (Abu Dhabi, United Arab Emirates, 7-11 April 2019) - A high-level event in the framework of the Forum of Ministers of Culture (UNESCO Headquarters, 20 November 2019). <p>The HEF was also promoted with Member States on the occasion of five (5) information meetings (held with five (5) UNESCO regional groups) and one (1) statutory meeting (14th session of the Intergovernmental Committee for the Safeguarding of the Intangible Cultural Heritage, held in Bogotá, Colombia, on 9-14 December 2019).</p>		

ANNEX VI

HEF 2020-2021 RESULTS FRAMEWORK

Impact: Culture protected and cultural pluralism promoted in emergencies related to conflicts and disasters caused by natural or human-made hazards to strengthen peace, security and resilience (ER5 of 39 C/5)

Outcome N° 1: Member States improve their preparedness to prevent, mitigate and recover the loss of cultural heritage and diversity as a result of emergencies

Quantitative and/or qualitative performance indicator (PI):	Baseline (B):	Source and means of verification (M):
PI 1. Percentage of Member States supported in 2018-2019 who have undertaken steps to adopt procedures and measures to improve their preparedness	N/A	Survey

Output N° 1: Capacities of national and local authorities reinforced and technical assistance provided to them for the implementation of emergency preparedness and risk mitigation interventions on cultural heritage and diversity

Quantitative and/or qualitative performance indicator (PI):	Baseline (B):	Source and means of verification (M):
PI 1. Percentage of Member States whose requests of capacity reinforcement or technical assistance have been met	100 percent	Letters of response to requests/information to beneficiary countries
PI 2. Percentage of emergency preparedness and risk mitigation interventions on culture, supported by the HEF, including a capacity-reinforcement component	60 percent	Activity reports

Activities:

1. Provision of technical assistance (four (4) activities) for the implementation of emergency preparedness and risk mitigation interventions on cultural heritage and diversity
2. Development of one (1) capacity-reinforcement material on the implementation of emergency preparedness and risk mitigation interventions on cultural heritage and diversity
3. Organization of three (3) training workshops in different regions, including one for Small Island Developing States (SIDS), on the implementation of emergency preparedness and risk mitigation interventions on cultural heritage and diversity, for professionals in cultural heritage as well as disaster risk reduction, crisis response and emergency management, including women
4. Development of one (1) study on cultural heritage and diversity in emergencies
5. Organization of or participation in two (2) coordination meetings with potential or current partners

Output N° 2: Awareness of Member States raised on the importance to protect and promote cultural heritage and diversity in emergencies

Quantitative and/or qualitative performance indicator (PI):	Baseline (B):	Source and means of verification (M):
PI 1. Percentage of Member States who have been reached by the awareness-raising material on culture in emergencies developed or updated with the support of the HEF	70 percent	Transmission letters/ distribution lists
PI 2. Percentage of Member States who have been invited to information and statutory meetings, or promotional and fundraising events, where the importance to protect and promote cultural heritage and diversity in emergencies was advocated for	10 percent	Invitation letters/ lists of invitees

Activities:

1. Development or update and dissemination of one (1) awareness-raising material on culture in emergencies
2. Advocacy for the importance to protect and promote cultural heritage and diversity in emergencies at six (6) information and statutory meetings, or promotional and fundraising events

Note: Considering the emergency nature of the Fund, which operates upon request for both preparedness and response activities, the identification of targets at activity level reflects an estimate based on the needs in the past years.

	Target (T):	Assumptions and risks
	80 percent	Member States have the necessary human and financial resources
	Target (T):	Assumptions and risks
	100 percent	
	90 percent	
Assumptions and risks		
		Technical assistance is requested by Member States
		Representatives of different institutions (national and local) attend
	Target (T):	Assumptions and risks
	100 percent	
	20 percent	
Assumptions and risks		

ANNEX I

ANNEX II

ANNEX III

ANNEX IV

ANNEX V

ANNEX VI

ANNEX VII

Outcome N° 2: Member States improve their emergency response capacity to prevent, mitigate and recover the loss of cultural heritage and diversity as a result of emergencies

Quantitative and/or qualitative performance indicator (PI):	Baseline (B):	Source and means of verification (M):
PI 1. Percentage of supported Member States whose loss of cultural heritage and diversity during an emergency has been prevented, mitigated and recovered	100 percent	Activity reports

Output N° 1: Technical support provided to Member States through rapid interventions, monitoring, coordination and planning for recovery in favour of cultural heritage and diversity

Quantitative and/or qualitative performance indicator (PI):	Baseline (B):	Source and means of verification (M):
PI 1. Percentage of Member States whose requests of support have been met	100 percent	Letters of response to requests
PI 2. Percentage of emergency response interventions on culture including a capacity-reinforcement component	60 percent	Reports

Activities:

1. Deployment of ten (10) assessment and advisory missions, including Post-Disaster Needs Assessments (PDNA) and Recovery and Peace-Building Assessments (RPBA)
2. Implementation of ten (10) urgent interventions on the ground
3. Two (2) documentation and monitoring activities
4. Implementation of one (1) Post-Conflict or Post-Disaster training activity targeting professionals in cultural heritage as well as disaster risk management, crisis response and emergency management, including women
5. Organization of or participation in two (2) coordination, advocacy or fundraising meetings
6. Temporary staff support (two (2) staff) to UNESCO Field Offices for emergency response

Outcome N° 3: Member States engage in outreach and mobilization of resources for the HEF to support the protection and the promotion of cultural heritage and diversity in emergencies

Quantitative and/or qualitative performance indicator (PI):	Baseline (B):	Source and means of verification (M):
PI 1. Percentage of Member States authorities who have referred to the HEF in their public statements at UNESCO and outside	3 percent	Records and press files
PI 2. Percentage of Member States who have supported the HEF through the provision of human, financial or in-kind resources	5 percent	Financial and administrative records

Output N° 1: Awareness of Member States raised on the existence of the HEF and its programme of activities

Quantitative and/or qualitative performance indicator (PI):	Baseline (B):	Source and means of verification (M):
PI 1. Percentage of Member States who have been reached by the HEF promotional materials	70 percent	Transmission letters/ distribution lists
PI 2. Percentage of Member States who have been invited to information meetings/promotional events where the HEF was presented	8 percent	Invitation letters/ lists of invitees

Activities:

1. Development or update and dissemination of four (4) promotional and fundraising materials related to the HEF
2. Presentation of the HEF and its programme of activities at two (2) information meetings, statutory meetings or promotional events

	Target (T):	Assumptions and risks
	100 percent	Emergencies occur and Member States request UNESCO's support

	Target (T):	Assumptions and risks
	100 percent	
	90 percent	
		Assumptions and risks
		Emergencies occur and Member States request UNESCO's support
		Same as above
		Same as above
		Same as above
		Same as above
		Same as above

	Target (T):	Assumptions and risks
	20 percent (including 50 percent of donors and beneficiaries)	
	10 percent	

	Target (T):	Assumptions and risks
	100 percent	
	20 percent	
		Assumptions and risks

ANNEX I

ANNEX II

ANNEX III

ANNEX IV

ANNEX V

ANNEX VI

ANNEX VII

ANNEX VII

RESULTS OF THE GLOBAL SURVEY ON ACTIVITIES SUPPORTED BY THE HEF BETWEEN 2016 AND 2019

BACKGROUND INFORMATION AND OBJECTIVES

The UNESCO Heritage Emergency Fund (HEF) is a multi-donor and non-earmarked financial mechanism established to support the protection of culture in emergency situations resulting from conflicts, civil unrest, as well as natural and human-induced disasters. The HEF supports emergency preparedness and response activities concerning all dimensions of culture covered by the six UNESCO Culture Conventions, and implemented through UNESCO's network of Field Offices worldwide. Since the establishment of the Fund in 2015, activities have been implemented in over 50 countries.

In 2019, a Global Survey of HEF-supported activities between 2016 and 2019 was launched to evaluate the impact and the effectiveness of those interventions through the feedback of national partners involved in their conceptualization and implementation.

The results of the Global Survey presented in this document, will inform the Fund's strategy and Results Framework 2020-2021. It will also seek to improve the planning and implementation of activities.

METHODOLOGY

The Global Survey targeted 30 emergency preparedness and response activities implemented between June 2016 and June 2019 in 25 countries. Multi-country activities, such as training workshops, were excluded, as they were subject to dedicated monitoring exercises.

Monitoring questionnaires (**see Appendix A**) were sent to the representatives of the 25 countries concerned, selected on the basis of their involvement in the conceptualization and implementation of the activities.

Replies were received, between September and December 2019, for 25 activities in 21 countries (**see Appendix B**), corresponding to a response rate of 83%.

FINDINGS

The Global Survey aimed to assess the impact of the activities implemented between 2016 and the first half of 2019, measured in terms of their success in:

- A. Addressing priorities;**
- B. Involving relevant stakeholders;**
- C. Delivering results;**
- D. Generating change;**
- E. Catalyzing financial support;**
- F. Raising awareness about the HEF;**
- G. Improving future interventions.**

A. Addressing Priorities

Helping when needed, where needed, as needed

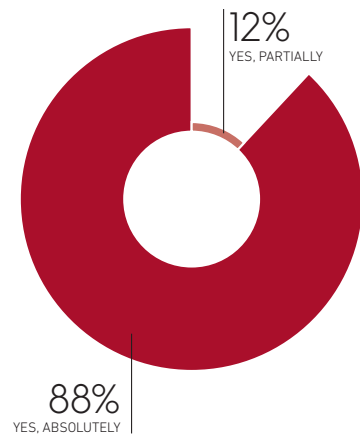
88% of respondents confirmed that the activity addressed a clearly recognized need in the culture sector, stating that delays in addressing such need would have led to further loss of heritage, in a context where existing funds were being directed to other areas (food, water, shelter, sanitation).

“ VOICES FROM THE FIELD

Mexico – Emergency stabilization of the Monastery Complex of Tochimilco (2018)

The activity was definitely a priority, as the region where the Monastery is located was the most catastrophically affected by the earthquake. The damage to the Monastery had had a tremendous impact on the local community, as it had altered the continuity of daily life, the exercise of religious practices and the enjoyment of traditional festivities. ”

Did the activity represent a priority at the time for your country?



B. Involving Relevant Stakeholders

Collaboration is key

All respondents confirmed that national and/or local authorities were involved in some capacity in the activity development and implementation, which most stated was an essential factor in helping meet the activity’s objectives.

84% of respondents expressed full satisfaction with the backstopping of UNESCO Field Offices in relation to the activity, in terms of facilitating the funds disbursement procedure, advising on the structure and contents of workshops, helping building capacities, as well as sharing best practices and policy/operational guidelines.

“ VOICES FROM THE FIELD

Mali – Damage assessment mission to the World Heritage property of the Tomb of Askia (2017)

The national authorities concerned were fully consulted and involved in the needs assessment and development of the activity.

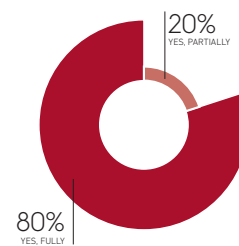
Federated States of Micronesia – Risk assessment mission to the underwater cultural heritage site of Chuuk Lagoon (2017)

National, state and local authorities were involved and supportive of the implementation of the activity.

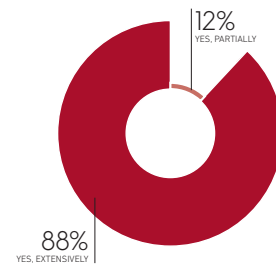
El Salvador – Evaluation mission and assessment of damage to movable heritage affected by floods (2019)

The support provided by UNESCO through the Heritage Emergency Fund has been invaluable. The rapidity with which the activity was developed, was implemented and delivered results was remarkable. ”

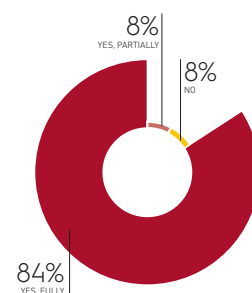
Have the responsible national authorities been consulted on/included in the identification of the needs and development of the activity?



Have the concerned national/local authorities been involved in the implementation of the activity?



Are you satisfied with the support provided/ information shared by the relevant UNESCO Field Office in relation to this activity?



ANNEX I

ANNEX II

ANNEX III

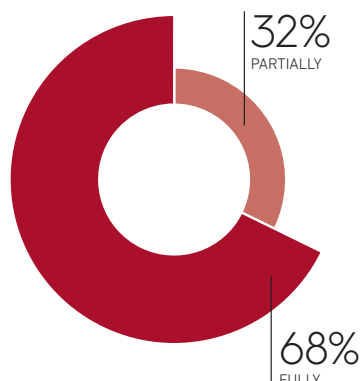
ANNEX IV

ANNEX V

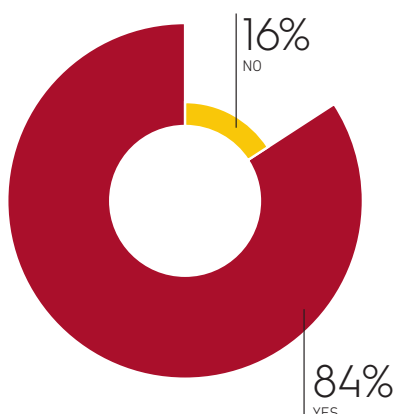
ANNEX VI

ANNEX VII

To what extent did the activity achieve its objectives?



Did the activity achieve any additional results?



C. Delivering Results

Achievements under and beyond expectations

68% of respondents confirmed that the activity funded by the HEF fully met its objectives, while the others stated that the activity's objectives were partially met, due to understandable challenges related to the intrinsic volatility of operating environments in emergencies, such as an evolving security situation, the difficulty to access rare materials, the increased cost of labor or longer delays to establish key partnerships.

84% of respondents confirmed that the activity achieved results beyond the originally set ones, such as:

- ▶ The development of guidelines for emergency interventions;
- ▶ The establishment of inter-institutional coordination mechanisms;
- ▶ The compilation of baseline data for future monitoring;
- ▶ The evaluation of needs for heritage emergency preparedness, notably in terms of equipment and staff;
- ▶ Capacity-building;
- ▶ Awareness-raising among local communities and national institutions;
- ▶ Strengthened international cooperation.

“ VOICES FROM THE FIELD

Vanuatu – Participatory needs assessment of intangible cultural heritage practiced by the Ambae community (2018-2019)

The activity fully achieved its objectives, producing the safeguarding plan of the intangible cultural heritage of the Ambae community, evacuated and relocated after the eruption of the Manaro Voui volcano.

Togo – Damage assessment mission to the World Heritage property of “Koutammakou, the Land of the Batammariba” (2018)

The activity has achieved its objectives insofar as most of the collapsed Sikians have been restored and rebuilt. Nevertheless, it is noted that the scarcity of local building materials and the high cost of labor have meant that some still need restoration work.

Lao People’s Democratic Republic – Post-Disaster Needs Assessment for Culture and Tourism (2018)

Beyond the expected outputs, the activity involved the interview and assessment of livelihoods and intangible cultural heritage before and after the flood of a particular ethnic group called Oye in Attapeu, with the definition of base-line data for a further full assessment to be undertaken. This was a very important achievement, as it made the ethnic group visible in the PDNA report. Furthermore, the activity brought together working teams from the Department of Heritage and the Department of Tourism, which until then had not had much collaboration, which triggered opportunities for the two sectors to work together and share information, especially in emergency situations and for the long-term.”

D. Generating Change

A seed for change

74% of respondents confirmed that the activity led to an overall improvement of national and local policies, procedures and measures in the area of emergency preparedness and response, which represents one of the performance indicators defined in the Results Framework 2018-2019 of the HEF.

64% of respondents confirmed that follow-up or additional projects were launched thanks to the HEF-funded activity, thus confirming its catalytic role and further strengthening the preservation of cultural heritage.

“ VOICES FROM THE FIELD

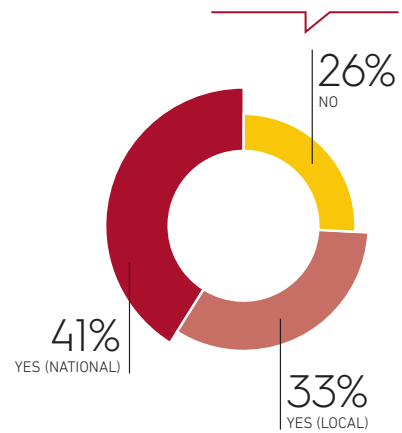
Ecuador – Emergency conservation of historical archives in the province of Manabí (2016)

A Manual for contingency procedures in historical archives in the event of natural disasters was published and disseminated nationwide. Furthermore, emergency plans were developed for the repositories of cultural heritage assets throughout the country. Finally, the national Emergency Action Protocol for natural disasters was updated.

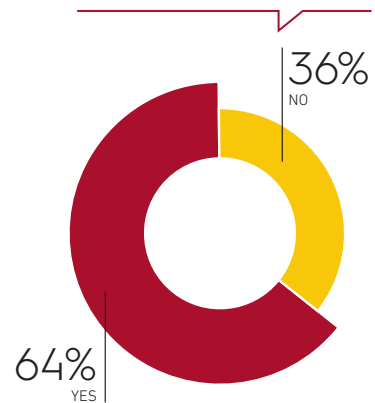
Jordan – Disaster risk reduction planning for the World Heritage property of Petra (2017)

The activity was fundamental to feed the risk management component of the Petra Integrated Management Plan, which will be launched in November 2019.”

Did the activity lead to the adoption of procedures or measures at the national or local level to improve emergency preparedness or response?



Was any intervention/project launched or implemented by your government as a follow-up to this activity?



E. Catalyzing Financial Support

A multiplier effect

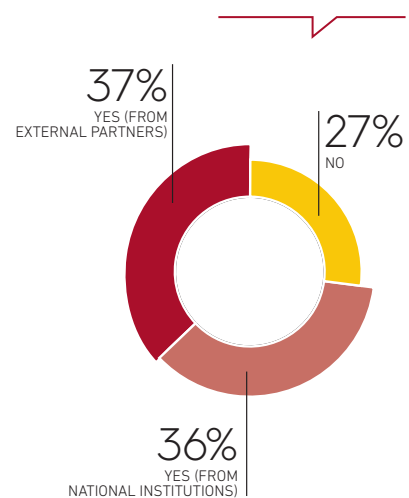
73% of respondents stated that HEF support was a catalyst for further resource investment into similar projects from national and/or external partners, witnessing to the impact of HEF-supported activities in raising awareness of the importance to preserve heritage in emergencies among national and international stakeholders.

“ VOICES FROM THE FIELD

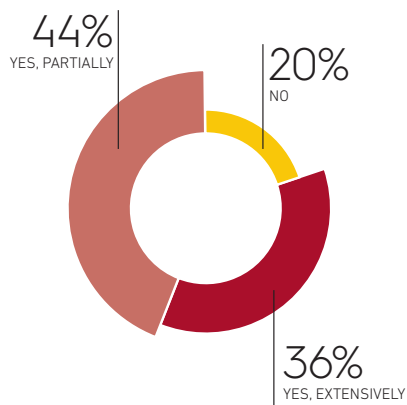
Syrian Arab Republic – Damage assessment mission to the World Heritage property of the Ancient City of Aleppo (2017)

The situation in Syria is very difficult since very little money goes to conservation of built heritage. The percentage of the national budget is less than 7% for antiquities and museums. With a limited amount of funding, the Heritage Emergency Fund allowed us raising further resources from the private sector, international institutions such as the United Nations Development Programme and the Aga Khan Trust for Culture, and NGOs.”

Did the implementation of the activity lead to further resource mobilization from national institutions or external partners?



Are you familiar with the Heritage Emergency Fund, its aims and operation modalities?



F. Raising Awareness about the HEF

Still partially unknown

20% of respondents stated that they did not feel sufficiently familiar with the HEF, showing a need to increase efforts to raise awareness about its operating mechanism, notably through Field Offices.

“ VOICES FROM THE FIELD

Mozambique – Post-Disaster Needs Assessment for the culture sector following Tropical Cyclone Idai (2019)

The UNESCO Field Office provided all necessary information on the Heritage Emergency Fund and its guidelines and procedures.”

G. Improving Future Interventions

Better preparedness for faster response

100% of respondents also provided insights on lessons learnt in the conceptualization, implementation or follow-up to activities that should be taken into account in the future, such as:

- ▶ Having heritage inventories and baseline data in place and regularly updated;
- ▶ Taking the time to identify needs for the culture sector as a whole;
- ▶ Establishing inter-institutional coordination mechanisms well before the occurring of an emergency;
- ▶ Building local capacities in very technical emergency-related processes, such as the Post-Disaster Needs Assessment;
- ▶ Anticipating as much as possible dysfunctions at emergency times (including delays in visa delivery processes);
- ▶ Intervening as rapidly as possible after an emergency, even if this implies limiting consultations in the conceptualization of activities.

“ VOICES FROM THE FIELD

Libya – Evaluation and needs assessment of the collection of manuscripts and books of the University of Benghazi (2018)

An unstable political situation makes any activity more difficult to organize. This is why coordination mechanisms between agencies and organization involved, and with UNDSS for security, need to be in place before an emergency occurs.”

IV / CONCLUSION

The HEF Global Survey has shown that the impact of the HEF at country level is both direct and indirect. Respondents in particular noted that the support helped capacity building within the implementing authorities, encouraged collaboration with local and national governments and bodies, and additionally, acted as a seed for future projects and a catalyst for other types of financial support for future, large-scale initiatives.

The survey has also shown some challenges at activity implementation level, related to the intrinsic volatility of operating environments in emergencies, as well as a need to multiply efforts to build understanding on the HEF and the procedure to access it.

Building on the replies provided by the 25 respondents, UNESCO has identified areas of success and possible improvement, as follows:

Have the activities supported by the HEF between 2016 and 2019 been successful in:	UNESCO assessment	Further action needed by UNESCO in this area
Addressing priorities	Fully satisfactory	
Involving relevant stakeholders	Satisfactory	The consultation process should be broadened to ensure that national authorities are better consulted on or more involved in the identification of the needs and development of activities.
Delivering results	Satisfactory	While efforts should be increased to ensure that any administrative constraints are taken into account to the maximum possible extent in the activity inception stage, a certain amount of unpredictability remains unavoidable in emergency contexts.
Generating change	Satisfactory	The affected countries could be further backstopped to show how the activities could lead to the adoption of new policies, processes and projects at the national or local level.
Catalyzing financial support	Satisfactory	Concept notes and project proposals built on the outcomes of the activities implemented through the HEF could be drafted and disseminated among potential partners.
Raising awareness about the HEF	Satisfactory	Information on the HEF should be systematically shared with authorities before an emergency occurs. In the aftermath of an emergency, a proactive approach aiming at presenting the support to be possibly provided by the HEF should be adopted.
Improving future interventions	Satisfactory	The advice shared by respondents on the activity inception process should be shared internally and taken into account in the phase of development of new activities.

We thank the authorities of the countries who replied to the HEF Global Survey for their collaboration, and the HEF donors for their invaluable support.

APPENDIX A: MONITORING QUESTIONNAIRE

BACKGROUND			
Country:			
Title of the activity:			
Year of implementation:			
QUESTIONS			
1	Have the responsible national authorities been consulted on/involved in the identification of the needs and definition of the activity?	Fully	
		Partially	
		No	
		<i>Comments (250 words max):</i>	
2	Did the activity undertaken represent a priority, at the time, for your country?	Yes, absolutely	
		Yes, partially	
		No	
		<i>If not, or only partially, please explain (250 words max):</i>	
3	To what extent did the activity achieve its objectives?	Fully	
		Partially	
		Not at all	
		<i>Comments (250 words max):</i>	
4	Did the activity achieve any additional results?	Yes	
		No	
		<i>If yes, please explain (250 words max):</i>	
5	Have the concerned national/local authorities been involved in the implementation of the activity?	Yes, extensively	
		Yes, partially	
		No	
		<i>If yes, please explain (250 words max):</i>	
6	Did the activity lead to the adoption of procedures or measures at the national or local level to improve emergency preparedness or response?	Yes (national)	
		Yes (local)	
		No	
		<i>If yes (national or local), please explain (250 words max):</i>	
7	Was any intervention/project launched or implemented by your government as a follow-up to the activity?	Yes	
		No	
		<i>If yes, please explain (250 words max):</i>	
8	Did the implementation of the activity lead to further resource mobilization from national institutions or external partners?	Yes (from national institutions)	
		Yes (from external partners)	
		No	
		<i>If yes, please explain (250 words max):</i>	
9	What were the lessons learnt in the conceptualization, implementation or follow-up to the activity that you consider should be taken into account in the future by those wishing to plan similar activities? (250 words max)		

10	Are you familiar with the UNESCO Heritage Emergency Fund, its aims and operation modalities?	Yes, extensively	
		Yes, partially	
		No	
11	Are you satisfied with the support provided/information shared by the relevant UNESCO Field Office in relation to this activity?	Yes, fully	
		Yes, partially	
		No	
		<i>Comments (250 words max):</i>	
12	Any other consideration that you would like to share? (250 words max)		

AUTHORITY ANSWERING THE QUESTIONNAIRE

First and last name:	
Institution (and administrative division):	
Date:	
Signature:	
Stamp:	

APPENDIX B: LIST OF COUNTRIES THAT PARTICIPATED IN THE SURVEY

- Croatia
- Ecuador
- El Salvador
- Federated States of Micronesia
- Haiti
- Iran (Islamic Republic of)
- Iraq
- Jordan
- Lao People's Democratic Republic
- Libya
- Mali
- Mexico
- Mozambique
- Myanmar
- Nepal
- Peru
- Serbia
- Syrian Arab Republic
- Togo
- Tonga
- Vanuatu

ANNEX I

ANNEX II

ANNEX III

ANNEX IV

ANNEX V

ANNEX VI

ANNEX VII

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