4 Reports on the 2023–2026 Triennium and Adoption of the Annual Financial Statements

4-1 ICOMOS President's report

Dear ICOMOS Members

As our triennial period draws to an end, it is my responsibility to report to you on the major progress achieved over these three years. To date, the Board has worked to maintain an ICOMOS that is healthy, united, effective and inclusive. Over the course of these three years, the Board met regularly (28 meetings in total), as did the Bureau (17 meetings in total). As usual, the Vice-President of the Advisory Committee, the Director General, the Deputy Director General, the Coordinator of the ICOMOS Secretariat Network and Committees, as well as the Honorary Presidents, attend Board meetings in an advisory capacity and without voting rights. To ensure continuity in our work and consolidate the results achieved, the Board has consistently been organised into working teams addressing a range of themes, naturally linked to the 2024–2026 General Programme, and has always taken decisions collectively, including on difficult issues.
Over the past three years, ICOMOS has continued its efforts to reaffirm its role as a leading organisation, an engaged actor and a recognised think tank in the field of cultural heritage conservation. It has placed two major scientific priorities at the heart of its work: Cultural Heritage and Climate Action, followed by Heritage Safeguarding: Preparedness, Response and Recovery. These priorities have made it possible to mobilise the entire network, produce research, initiatives and accessible documentation, and promote these themes within national and international policy frameworks. ICOMOS has also developed new capacity-building programmes and has widely disseminated its work through its platforms, open archives, publications and conferences, ensuring the continued visibility and influence of its scientific expertise.
I will therefore present to you the results of the work carried out by ICOMOS and its Board, in accordance with the 2024–2026 General Programme adopted by Resolution 21GA 2023/8. Four missions were entrusted to us: to act and be recognised as leaders in cultural heritage conservation; to develop and strengthen the ICOMOS professional network; to engage with other institutions, the private sector, authorities and communities; and to nurture and support the ICOMOS organisation. A fifth mission has been added: our commitment to the World Heritage Convention.

MISSION 1: ACT AND BE RECOGNISED AS LEADERS IN CULTURAL HERITAGE CONSERVATION

ICOMOS has strengthened its role as an intellectual leader in the sector. In November 2025, ICOMOS responded to the call for contributions issued by the United Nations Special Rapporteur in the field of cultural rights on the theme of nature conservation and cultural rights. Through the Working Group on Rights-Based Approaches (OCD-RBA WG) and the Indigenous Heritage Working Group (IHWG), as well as the International Scientific Committee on Cultural Landscapes (ISCCL-IFLA), ICOMOS responded to this call. The organisation shared its reflections on the relationship between nature conservation and cultural rights.

ICOMOS actively participates in G20 meetings within the Culture Working Group, as well as in meetings of Ministers of Culture. Our role is to provide technical expertise and to ensure that heritage preservation is integrated into the sustainable development and climate action policies of the world's major powers. ICOMOS's positioning and contributions at recent G20 summits have focused on several key areas. Our participation was coordinated by Adriana Careaga. I would like to thank her, as well as all the teams who worked to ensure the success of ICOMOS's efforts.

- G20 South Africa (2025): ICOMOS actively supported and welcomed the adoption of the KwaDukuza Declaration by the Ministers of Culture, with its focus on solidarity, equality and sustainability. I was represented at the meeting by Thabo Manetsi, President of ICOMOS South Africa, and Laura Robinson.
- G20 Brazil (2024): ICOMOS was actively involved in the negotiations and drafting of the Salvador da Bahia Declaration, thereby consolidating the role of culture as a global socio-economic driver.
- G20 India (2023): ICOMOS provided technical support on key priorities, including combating the illicit trafficking of cultural property and promoting the development of digital technologies for heritage. I was represented at the meeting by Navin Piplani, President of ICOMOS India.
- G20 Italy (2021): ICOMOS participated in the first-ever ministerial meeting dedicated to culture in Rome, where I personally advocated for the recognition that cultural heritage is severely affected by climate change, while also constituting a reservoir of solutions and traditional knowledge for addressing it.

In January 2026, ICOMOS, represented by its International Scientific Committee on Water and Heritage (ISC Water), participated as a panellist in a roundtable on Sustainable Development Goal 6 (water and sanitation) at the United Nations Economic and Social Council (ECOSOC) Partnership Forum in New York. The 2026 Forum focused on the Sustainable Development Goals (SDGs) under in-depth review at the High-Level Political Forum (HLPF) and encouraged the exchange of ideas, forward-looking action and innovative partnerships to advance the 2030 Agenda.

ICOMOS's advocacy and outreach work with world leaders has focused on four main objectives:

- Climate action ("Count Culture In"): Raising awareness that the adaptive reuse of historic buildings reduces the global carbon footprint compared with industrial-scale demolition.
- Restitution and protection: Combating archaeological looting and promoting appropriate regulation of the online art market.
- Economic sustainability: Promoting creative industries and living heritage (traditions and traditional knowledge and skills) as drivers of local economic resilience.
- Institutional synergy: Working closely with other key agencies within the G20, including UNESCO, INTERPOL and ICOM (museums).

1.1 - Continue to actively promote the theme of "Cultural Heritage and Climate Action" as a central theme of the 2021–2024 Triennial Scientific Plan

ICOMOS has placed the theme of Cultural Heritage and Climate Action at the heart of its Triennial Scientific Plan, mobilising its Scientific Committees to produce research, guidelines and training on climate adaptation and mitigation, and contributing to international processes such as the COPs, the G20 Culture track and Mondiacult (see Mission 3), in order to ensure the

systematic inclusion of heritage-related issues in national and international scientific work on climate change.
We regularly participate in the United Nations Conferences on Climate Change (COPs), where we advocate for the conservation of cultural heritage and traditional knowledge to be included in national and international climate adaptation and mitigation policies. In this work, we rely on our Working Group on Climate Action and on its role as a founding member of the Climate Heritage Network. ICOMOS actively participates in UNFCCC initiatives, such as the COP Presidencies' Action Agenda, to measure progress on adaptation through cultural heritage. I would like to thank all the members of the Working Group, the former focal points Andrew Potts (ICOMOS USA) and Will Megarry (ICOMOS Ireland), as well as the current focal point Ave Paulus (ICOMOS Estonia), for their work and dedication.

- COP30 (Belém, Brazil – 2025): ICOMOS supported the cultural priorities of the Brazilian Presidency and co-organised events on climate resilience in Latin America. We also participated in the meeting of Ministers of Culture.
- COP29 (Baku – 2024) and COP28 (Dubai – 2023): ICOMOS stepped up its calls for action, urging climate negotiators to recognise the role of the arts, creative industries and heritage in addressing global warming. At COP28, we also participated in the meeting of Ministers of Culture.
- COP26 (Glasgow – 2021): ICOMOS officially put forward the first major messages linking the climate emergency with the safeguarding of cultural heritage.

1.2. Actively promote the theme of "Heritage Safeguarding: Preparedness, Response and Recovery" as a central theme of the 2024–2027 Triennial Scientific Plan

As part of the 2024–2027 Triennial Scientific Plan, we have made the theme of Preparedness, Response and Recovery a structuring pillar of our scientific and operational work. This priority has enabled us to mobilise the entire network — National Committees, International Scientific Committees and Working Groups — to develop, document and disseminate coherent risk-management approaches applied to cultural heritage. Scientific meetings and symposia organised during the 2024–2027 cycle have been refocused on specific issues related to natural disasters, conflicts, climate pressures and systemic risks, thereby strengthening the organisation's collective capacity to anticipate, respond to and support the recovery of heritage sites.
This momentum has led to the production of accessible resources on risk preparedness, incorporating case studies, methodologies and operational recommendations.

ICOMOS's International Scientific Committee on Risk Preparedness (ICORP) has regularly organised thematic meetings and workshops entitled "Expected and Unexpected", focusing on the management of risks affecting cultural heritage. These meetings aim to analyse foreseeable threats, such as natural disasters, climate-related deterioration and structural vulnerabilities, as well as unforeseen events, including conflicts, major accidents and sudden crises. These meetings also contribute to structuring ICORP's scientific documentation, informing the work of the 2024–2027 Triennial Scientific Plan, and disseminating practical tools to our National Committees and heritage professionals. By bringing together the "expected" and the "unexpected", ICORP strengthens the capacity of the ICOMOS network to anticipate, respond to and support the recovery of cultural heritage in the face of crises of various kinds.

1.3. Develop and engage in reflection on today's global challenges in order to build a stronger and more resilient cultural sector

ICOMOS is constantly strengthening its role as a leading authority in the development of doctrine. We approved the International Charter and Guidance on Sites with Intangible Cultural Heritage (2024), and four new draft texts will be presented to the General Assembly in Kuching: the Principles for Cultural Heritage Documentation; the Guiding Principles for the Protection of Cultural Heritage from Damage and Loss caused by Fire; the Charter on Preparedness for Emergency Response to Cultural Heritage; and the International Charter for the Conservation of Earthen Architectural Heritage.

Similarly, targeted technical reports have been produced, including the study on the implementation of the European Energy Performance of Buildings Directive (EPBD), published on 20 January 2026 by the ICOMOS Expert Group on the Implementation of the Energy Performance of Buildings Directive. This report presents data from more than nineteen EU and non-EU countries and assesses the impact of the EPBD on Europe's historic built heritage. Through this report, ICOMOS aims to contribute to discussions on the importance of the existing building stock in achieving the ambitions of the European Green Deal, while also highlighting the contribution of the heritage sector to the initiatives of the New European Bauhaus. In this way, we provide governments with advocacy tools that can be immediately deployed to align their regulations with international standards.

1.4. Promote and defend cultural pluralism through intercultural dialogue that is mindful of inclusion and inequalities

ICOMOS has established thematic working groups and organised webinars, panels and symposia on the intersections between heritage, social justice, memory, diversity and inclusion, and has prepared working papers and scholarly contributions on these contemporary issues, with the aim of strengthening research analysing the relationship between societal issues and heritage conservation.

ICOMOS's Indigenous Heritage Working Group (IHWG) serves as an international platform bringing together Indigenous heritage practitioners to identify and develop knowledge, understanding and conservation approaches relating to Indigenous cultural heritage. Given the richness, breadth and distinctiveness of Indigenous heritage, the work of the IHWG is essential to enabling ICOMOS to fulfil its mandate, which also includes providing guidance on the conservation of cultural heritage and supporting the implementation of the World Heritage Convention. I warmly welcome the two IHWG focal points, Prof. Bekeh U. Ukelina (ICOMOS Nigeria) and Ms Shawnee Gorringe (ICOMOS Australia), who succeeded Dr Kirstine Møller Gray in coordinating the Working Group. I would like to thank all three of them for their work and commitment.

The ICOMOS Heritage and Gender Joint Task Team is a strategic collaborative initiative within ICOMOS. This task team emerged from the convergence of two working groups: the Sustainable Development Goals Working Group (SDGWG) and the working group associated with the Our Common Dignity – Rights-Based Approaches (OCD-RBA) initiative. This synergy reflects our commitment to deepening our understanding of community engagement and promoting a heritage conservation approach firmly grounded in human rights. The task team's work aims to mainstream the principles of intersectionality and gender equality across heritage doctrines and practices at the international level. Its objectives are structured around three

main areas: the adoption of transformative policies, alignment with the United Nations 2030 Agenda, and the diversification and inclusiveness of historical narratives.

1.5. Continue to monitor the impacts of crises on cultural heritage sites and those responsible for their care, and develop ways to respond to the challenges facing heritage and our National Committees.

The Board has paid particular attention to monitoring and responding to crises affecting heritage and our National Committees. Our Crisis and Conflict Monitoring Unit, coordinated by Zeynep-Gül Ünal, a member of the Board and President of ICORP, maintains contact with and conducts surveys among our members, while monitoring and following up on various crisis situations around the world. During this triennial period, we have monitored the situation in Ukraine and the Autonomous Republic of Crimea, Sudan, Palestine and Gaza, Lebanon, Iran, Myanmar, Venezuela, among others. ICOMOS regularly participates in UNESCO coordination workshops and meetings addressing crisis situations.

Our actions:

- ICOMOS Committees affected by various crises work tirelessly to document, share information about, and raise the alarm over the state of their heritage.
- 2026: ICOMOS participated in the regional meeting entitled "Protection, Conservation and Safeguarding of Natural and Cultural Heritage in Central Africa and the Great Lakes Region", held in January 2026 and organised by the Ministry of National Defence of the Democratic Republic of the Congo and the CHESD – College of Advanced Strategic and Defence Studies.
- 2023–2026: Our World Heritage Units also monitor sites located in crisis areas and work jointly with UNESCO, the World Heritage Centre and States Parties, both with regard to emergency inscription on the World Heritage List and the state of conservation of sites.
- 2025: A joint mission with UNESCO Bangkok and SEAMEO SPAFA was carried out in Myanmar following the earthquake of March 2025. The mission was supported by the UNESCO Heritage Emergency Fund.
- 2024–2025: UNESCO/ICOMOS technical assistance programme for the World Heritage property of the Historic Centre of Odesa, within the framework of UNESCO's Emergency Assistance Programme for Ukraine, funded by Japan. For this project, ICOMOS mobilised a team of six international experts.
- 2023–2025: Project with UNESCO entitled "Support to Ukraine in the Field of Culture and Education through UNESCO: Emergency Response for World Heritage and Cultural Properties; Damage Assessment and Protection", generously funded through the UNESCO/Japan Funds-in-Trust. The ICOMOS team was composed of members of our Scientific Committees and Working Groups, including Risk Preparedness (ICORP), Historic Towns and Villages (CIVVIH), Documentation (CIPA), and Our Common Dignity – Rights-Based Approaches (RBA WG).

As part of our work to monitor and respond to crises arising from conflicts, we have also issued a series of Urgent Alerts to raise international awareness and mobilise national and international authorities, including UNESCO. These include:

- 2026: Urgent Alert for the Ancient City of Tyre (Lebanon), issued by ICOMOS following the June 2026 strikes that affected the entrance to the World Heritage site. The organisation strongly condemned these attacks, recalled the international obligations relating to the protection of cultural heritage, and offered its support for emergency documentation and damage assessment.

- 2026: Alert concerning the attacks on the Kyiv-Pechersk Lavra (Ukraine). ICOMOS denounced the drone and missile attacks of June 2026, which damaged the Dormition Cathedral, the Ivan Kushnik Tower and several museum buildings. The organisation recalled the obligations arising from the Hague Convention and the World Heritage Convention, stressing the seriousness of these violations.
- 2026: Statements on the destruction of heritage in the Middle East. ICOMOS expressed concern over confirmed damage to several sites, including the Golestan Palace (Iran), the White City of Tel Aviv (Israel) and the archaeological site of Tyre (Lebanon). The organisation reiterated that cultural heritage must never be targeted and emphasised the international obligations relating to its protection.

ICOMOS Heritage Alerts, which aim to bring threats to the conservation of cultural heritage to public attention and promote solutions to safeguard heritage at risk, are gaining momentum. These alerts constitute an essential tool for protecting threatened cultural properties and reminding States of their obligations to safeguard heritage. Since Ouro Preto, we have launched three campaigns:

- 2025: ICOMOS, together with the International Scientific Committee on 20th Century Heritage (ISC20C), issued a Heritage Alert for the Ataköy Residential Complex (Phases I–II), which is seriously threatened with demolition.
- 2025: ICOMOS, together with the National Committee of Canada, issued a Heritage Alert concerning the former St. Mary's Church in Nova Scotia, which is threatened with demolition.
- 2024: ICOMOS, together with the International Scientific Committee on 20th Century Heritage (ISC20C), issued a Heritage Alert for Belgrade's Endangered 20th-Century Heritage (updated 8 July 2025), in response to the imminent risks of demolition and alteration, particularly concerning the Dobrovićev Generalštab and the Belgrade Fair complex.

I would like to take this opportunity to express my sincere gratitude to all of you who work tirelessly to document and protect the heritage of your countries and territories.

1.6. Widely disseminate ICOMOS's work at the international and national levels

ICOMOS regularly updated its international and national websites to publish scientific findings, new publications, heritage alerts and Committee activities; strengthened the dissemination of its work through doctrinal publications, conferences, webinars, newsletters and open platforms such as PUBLICOMOS; and encouraged National Committees to relay this content in order to ensure that every website across the network provides up-to-date and accessible scientific information.

MISSION 2: DEVELOP AND STRENGTHEN THE ICOMOS PROFESSIONAL NETWORK

2.1 - Ensure good governance of National Committees, International Scientific Committees and Working Groups, and promote regional and sub-regional cooperation, exchanges and projects on matters of common interest

Concerned to ensure that our National Committees are inclusive, open to reflection and more actively involved in ICOMOS's work, we have helped strengthen their leadership. We have

worked to consolidate a strong and well-structured global network and encouraged collaboration at several levels: scientific collaboration through the International Scientific Committees; bilateral and multilateral collaboration between National Committees; and, of course, regional collaboration, which facilitates exchanges between neighbouring countries. The work carried out by the Vice-Presidents within their respective regions has been fundamental in this regard. For the first time, ICOMOS and its Bureau were able to organise regular meetings with the five ICOMOS regional groups. I was personally able to participate in several of these meetings, notably with the Africa Group (2022, 2023), the Europe Group (2023, 2025 and 2026), and the Asia-Pacific Group (2025). Together with the Advisory Committee, we also sought to provide our National Committees with as much guidance and support as possible in order to ensure the systematic submission of annual reports.
Strengthening the governance of the International Scientific Committees (ISCs) was also a priority. To this end, we launched a campaign to review the statutes of the ISCs, with the aim of ensuring greater inclusion, internal democracy, accessibility and generational renewal. The Scientific Council played an important role in providing oversight and ensuring the consistency of the scientific work, as well as the quality of activities and outputs.

2.2 - Engage emerging professionals in all ICOMOS activities, including training
The Emerging Professionals Working Group (EPWG) was established in 2016 and formally recognised through Resolution 19GA 2017/33. The transition to the 2024–2027 triennial period highlighted significant continuity issues: an excessive number of positions within its Bureau, vacant positions, insufficient transfer of accounts and archives, and an almost complete interruption of the Working Group's activities. In January 2025, the Board established a task force to streamline the structure of the EPWG and clarify its mandate. The work carried out in 2025–2026 focused on definition, structure, mentoring, integration, inclusiveness and sustainability. Recognising the importance of generational renewal within ICOMOS, the Board decided at its August 2026 meeting to maintain the EPWG as a support and guidance structure, and to recommend that the next Board continue working on the final definition of the Emerging Professionals initiative and the governance of the mentoring forum.

As part of our commitment to generational renewal, we urged the International Scientific Committees to facilitate the entry of emerging professionals into specialised networks by strengthening their participation in scientific work. We also continuously encouraged National Committees to include emerging professionals in their delegations, working groups and national activities, in line with the participation and representativeness requirements set out in the statutes.

2.3. Promote transdisciplinary, collaborative and shared meetings and scientific symposia on common issues and links between existing work programmes
Throughout this period, ICOMOS has promoted cooperation among the International Scientific Committees by reaffirming the importance of interdisciplinary work and resource sharing. We have also encouraged National Committees to organise joint meetings on common themes such as human rights, climate change and culture–nature approaches, and mobilised the Scientific Council to identify cross-cutting issues and foster collaboration, with the aim of increasing the number of meetings involving several ISCs or Working Groups.

Listing all ICOMOS meetings and symposia would be tedious, but here is a selection that illustrates the diversity of ICOMOS's work and that of our members.

Between 2023 and 2026, ICOMOS consolidated its role as an international scientific platform by organising, during its General Assemblies, three major symposia that helped shape the global reflection of the network.
In 2023, the symposium "Heritage Changes" explored contemporary transformations of heritage through the themes of resilience, responsibility, rights and relationships, bringing together a wide range of International Scientific Committees around topics such as Indigenous heritage, climate, digital technologies and culture–nature approaches.
In 2024, the symposium "Revisiting the Venice Charter" provided a critical re-reading of the 1964 Charter on the occasion of its 60th anniversary, incorporating perspectives from the Global South and connecting doctrinal developments with other international instruments, while also launching the 2024–2027 Triennial Scientific Plan, dedicated to resilient heritage in the face of disasters and conflicts.
In 2025, the symposium "Perceptions of Heritage and Resilience" further developed this approach by examining the links between heritage, risk reduction, conflict and peace, within a strengthened intercultural framework facilitated by the General Assembly being held in Lumbini. Together, these symposia demonstrated ICOMOS's ability to bring its network together around cross-cutting themes, renew its doctrinal frameworks and promote an integrated approach to heritage in response to contemporary challenges.

In 2024, ICOMOS led, in partnership with the National Tourism Agency of the Republic of Azerbaijan, the project "Defining a Thematic Approach to Preserving Transhumance Cultural Landscapes in a Changing Environment." By mobilising its National and Scientific Committees, ICOMOS promoted an integrated approach to heritage that brings together the cultural, natural and intangible dimensions of transhumance, while supporting pastoral communities in maintaining their practices and ensuring the intergenerational transmission of their knowledge. As part of this project, the Baku Declaration was developed during the international expert conference entitled "Transhumance Landscapes of Global Significance," held in Baku in 2025. In 2026, ICOMOS published the thematic paper "Landscapes of Pastoralist Transhumance | A Thematic Approach," available on the PUBLICOMOS platform.

Between May and July 2026, the ICOMOS Sustainable Development Goals Working Group (SDGWG) organised a series of regional webinars entitled "Integrating Culture and Cultural Heritage into Sustainable Development." These webinars brought together National Committees and professionals from around the world for a programme focused on strategic learning, discussion and concrete engagement.

As I write these lines, *Preserving Legacies*, a global initiative led by National Geographic Explorer Dr Victoria Herrmann in collaboration with ICOMOS and our Climate Action Working Group (CAWG), in partnership with the National Geographic Society, has published climate risk assessment reports for three of the project's adaptation sites (August 2026): Angkor Wat (Cambodia), facing drought risks; and Koutammakou (Benin and Togo) and Cartagena de Indias (Colombia), which are exposed to risks associated with heatwaves and sea-level rise.

2.4. Promote multilingualism and intercultural exchange

We have promoted multilingualism and intercultural exchange by developing multilingual doctrinal publications, organising international meetings with interpretation in accordance with the principles of inclusivity and accessibility of the Scientific Committees, and supporting National Committees in translating their documents, with the aim of increasing the number of translated doctrinal texts and meetings offering multilingual interpretation. To give a few examples:

- The ICOMOS Guidelines on Archaeology in Antarctica (2022) are available in four languages.
- The ICOMOS International Charter for Cultural Heritage Tourism (2022) is available in 14 languages.
- The Guidance and Toolkit for Impact Assessments in a World Heritage Context (2022): co-published with UNESCO, ICCROM and IUCN, this essential technical handbook for site managers is available in a total of 15 languages.

We regularly make technical guides and doctrinal statements available to National Committees facing emergency situations, with the aim of guiding the securing of heritage, the documentation of damage and, where appropriate, post-conflict reconstruction. This often requires translations. During this triennial period, we translated documents for our colleagues in Ukraine, Türkiye, Syria and, more recently, Iran.

2.5 Enhance targeted and effective communication about ICOMOS activities

ICOMOS has strengthened targeted communication about its activities by establishing a Communications Unit at the ICOMOS headquarters, which has implemented an international calendar to announce Committee meetings, training sessions, conferences and events; by consolidating the dissemination of information through the International Scientific Committees, which are responsible for publishing newsletters, reports and awareness-raising materials; and by encouraging National Committees to share their activities in order to contribute to ICOMOS's global communications.

In addition, communication was significantly enhanced through the complete redesign of our website and visual identity during 2025, alongside the launch of the dedicated documentation platform, PUBLICOMOS, which went online in August 2025.

2.6. Freely share good practice documents

We have consistently encouraged the International Scientific Committees to produce guides, guidelines and doctrinal resources, promoted the sharing of tools, publications and training, and supported National Committees in publishing guides adapted to local contexts, with the aim of increasing the number of good practice documents available across the network.

- International Charter and Guidance on Sites with Intangible Cultural Heritage (2024), officially published in early 2025. Developed by the International Scientific Committee on Intangible Cultural Heritage (ICICH), it establishes professional standards for addressing the inseparable relationship between physical sites (tangible heritage) and the living practices, traditions or expressions (intangible heritage) that give them meaning
- ICOMOS International Charter for Cultural Heritage Tourism (Revision 2022). Drafted by the International Committee on Cultural Tourism (ICTC), this Charter repositions the management of tourist flows in response to contemporary challenges.

As another important recent normative document, although not a charter in the strict sense, ICOMOS also published a major update at the end of 2025:

- European Quality Principles for EU-Funded Interventions (New Version 2025): This guide provides decision-makers with recommendations and strict criteria for assessing the cultural and architectural impact of subsidised real estate and landscape projects.

ICOMOS also encourages collaborative scientific meetings and symposia, particularly on cross-cutting themes such as rights-based approaches and the Sustainable Development Goals, thereby strengthening links between Committees and work programmes. Multilingualism and intercultural exchange constitute another key area of focus, supported by the increased translation of doctrinal texts and the organisation of international meetings offering interpretation in working languages and other relevant languages.

MISSION 3: ENGAGE WITH OTHER INSTITUTIONS, THE PRIVATE SECTOR, AUTHORITIES AND COMMUNITIES

3.1. Encourage National Committees to involve local populations, communities, universities, institutions and authorities in ICOMOS activities at the local level

Through the annual coordination of the International Day for Monuments and Sites (18 April), National Committees successfully engage local populations, universities and authorities through public events (public lectures, guided tours and awareness-raising workshops), thereby firmly embedding ICOMOS's identity, expertise and mandate within local communities.

- "Disasters and Conflicts through the Lens of the Venice Charter" (18 April 2024): we linked the 18 April commemorations to the 60th anniversary of the Venice Charter and to reflection on its role in addressing contemporary crises.
- "Heritage at Risk from Disasters and Conflicts: Risk Preparedness and Lessons Learned from 60 Years of ICOMOS Action" (18 April 2025): this theme focused on risk preparedness, within the framework of the 2024–2027 Triennial Scientific Plan.
- "Emergency Interventions for Living Heritage in Contexts of Conflict and Disaster" (18 April 2026): also linked to the 2024–2027 Triennial Scientific Plan, the commemorations focused on emergency response for living heritage

3.2. Build on existing partnerships with other international institutions and develop new partnerships to extend ICOMOS's reach and influence

For more than ten years, ICOMOS has established itself as an essential actor in the protection and promotion of cultural heritage worldwide. In collaboration with IUCN, ICOMOS has intensified the implementation of the Connecting Practice programme, which aims to improve the integrated consideration of natural and cultural heritage within the framework of the World Heritage Convention, and to develop innovative conservation strategies that overcome traditional institutional silos. Launched in October 2013, the programme has been structured around several successive phases of field-based experimentation and analysis of World Heritage sites. The final phase has now been completed, with the publication of the final report in 2024.

At the same time, ICOMOS has become actively engaged in global governance by participating in the G20 Culture discussions (see Mission 1) and in the preparatory processes

for COP30 (see Mission 1) on climate, thereby helping to place cultural heritage on international agendas for sustainable development, resilience and public policy.
Building on this practical expertise, we are now bringing this message to the highest levels of international governance, notably through UNESCO's MONDIACULT conferences. Already highly active at the 2022 edition in Mexico City, we stepped up our advocacy at the MONDIACULT 2025 conference in Barcelona. Represented by its Regional Vice-Presidents, members of the ICOMOS Sustainable Development Goals Working Group (SDGWG), the Climate Action Working Group (CAWG), and emerging professionals, ICOMOS helped position heritage protection at the heart of discussions on global cultural policy, shaping critical dialogues on cultural rights, resilience and the future of cultural governance. In addition, ICOMOS experts strongly advocated for the recognition of culture as a stand-alone Sustainable Development Goal in the United Nations post-2030 agenda. I would like to thank everyone for their work, with special recognition for the SDGWG focal point, Naima Benkari (Algeria), who coordinated this work.

As usual, the Board also participated in a large number of meetings, webinars, workshops and conferences organised by other NGOs and institutions, thereby playing an important role in representation and knowledge dissemination. In total, in 2026, the Board participated in and represented ICOMOS at around fifty activities across the five continents. In line with our external relations policy, it is also important to mention the Board's official representation in the following bodies:

- European Commission – Expert Group on Cultural Heritage (GRP-EAC.ExpGrp Cult Heritage) – Represented by Cyrill von Planta (ICOMOS Austria).
- European Commission – GRP-EAC.ExpGrp Cult Heritage Subgroup on Safeguarding Ukraine's Cultural Heritage (GRP-CHEG – Subgroup Safeguarding Ukraine CH) – Represented by Riin Alatalu (ICOMOS Estonia).
- European Heritage Alliance 3.3 – Represented by Riin Alatalu (ICOMOS Estonia) and Jurn Buisman (ICOMOS Netherlands).
- Europa Nostra – Advisory Board of the European Heritage Hub – Represented by Teresa Patricio (ICOMOS Belgium).
- Council of Europe – Steering Committee for Culture, Heritage and Landscape (CDCPP) – Represented by Riin Alatalu (ICOMOS Estonia) and Jurn Buisman (ICOMOS Netherlands).
- Davos Alliance for Baukultur – Represented by Teresa Patrício, with Riin Alatalu as focal point.
- WHIPIC – International Centre for the Interpretation and Presentation of World Heritage Sites under the auspices of UNESCO, Republic of Korea – Represented by Teresa Patrício.
- International Blue Shield – Represented by James K. Reap (ICOMOS USA), succeeding Michał Wosiński (ICOMOS Bahrain), whom ICOMOS warmly thanks for the considerable time and energy he devoted to this role over the past three years.

3.3. Promote the use of ICOMOS best practice documents at the national and local levels

Through its rigorous doctrinal work, ICOMOS texts provide a recognised scientific and ethical foundation, ensuring the consistency of public policies and the quality of decisions taken by national and local authorities.

3.4. Public Education and Webinar Programme

ICOMOS has strengthened its educational role, but above all its capacity-building role, by developing structured programmes aimed at widely disseminating our work, our doctrinal principles and our conservation approaches. Led by our Scientific Committees, the webinars provide direct access to the fundamental concepts of conservation, ongoing research and international good practices. They have now become a central tool for raising awareness, helping to make heritage issues more accessible, improve understanding of conservation policies, and strengthen the participation of local experts and the public in contemporary debates on cultural heritage. The list of our activities is extensive; here are a few examples.

In collaboration with ICOMOS Burkina Faso and with the support of ALIPH, ICOMOS organised in May 2026 the "Capacity-Building Programme for Climate-Resilient Earthen Architecture in Africa" at the Royal Court of Tiébélé, Burkina Faso. Bringing together 25 early- and mid-career heritage professionals from 16 African countries, this regional training programme addressed one of the most urgent challenges facing cultural heritage today: the impact of climate change on earthen architectural heritage across Africa.

Between May and July 2026, the ICOMOS Sustainable Development Goals Working Group (SDGWG) organised a series of regional webinars entitled "Integrating Culture and Cultural Heritage into Sustainable Development". These webinars brought together National Committees and professionals from around the world for a programme focused on strategic learning, discussion and concrete engagement.

On 3 July 2026, Samarkand (Uzbekistan) hosted a capacity-building training programme on climate change for heritage professionals in Central Asia. Developed by the ICOMOS Climate Action Working Group (CAWG), this regional training brought together 21 heritage professionals from Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan.

3.5. Continue to strengthen and promote ICOMOS's open-access resources

The major milestone of this strategy was the launch in 2025 of the PUBLICOMOS platform, our new global digital library and archive. This portal provides open access to the full range of ICOMOS publications, our historical archives, conference proceedings, methodological guides and annual reports. The "Resources" section of our new website has been completely redesigned to guide users intuitively to PUBLICOMOS. All essential documents can now be downloaded quickly, free of charge and in several languages.

MISSION 4: NURTURE AND SUPPORT THE ICOMOS ORGANISATION

4.1. Enhance ICOMOS's visibility by promoting the benefits of working together

ICOMOS has increased its international visibility by highlighting the benefits of collaborative work through communication campaigns, public webinars, joint publications by Scientific Committees and National Committees, and thematic symposia. This strategy has demonstrated that cooperation among experts, institutions and communities strengthens the scientific quality and impact of conservation actions.

4.2. Advocate for engaged and ethical practice based on inclusive dialogue
The Board has promoted a framework for professional ethics by integrating principles of participation, cultural diversity and respect for local communities into ICOMOS charters and declarations. The Scientific Committees have been encouraged to adopt broader consultation practices, particularly in doctrinal projects and heritage assessments, in order to ensure inclusive and representative dialogue.

4.3. Promote international membership and support the establishment of new National and transnational Committees
To strengthen and ensure balanced global representation, ICOMOS has supported the establishment of new National and transnational Committees, particularly in historically underrepresented regions. The Africa Group now comprises 15 National Committees and representatives from a total of 26 countries. For ICOMOS, it is also essential to expand its network and capacities in small island developing States. In 2018, ICOMOS approved the establishment of the Pacific Islands Transnational Committee (22 member States represented by 19 active ICOMOS members) and, in 2026, that of the Caribbean Transnational Committee (3 member States represented by 4 active ICOMOS members). The Board and the ICOMOS headquarters have provided administrative support and methodological guidance to help structure these new local networks and facilitate connections among members.

4.4. Improve the use of online platforms for international statutory meetings
The organisation has modernised its digital tools to enable virtual statutory meetings accessible to all members, regardless of their geographical location or financial means. Elections, voting and working sessions are now conducted predominantly online, ensuring more equitable participation and reducing costs.

4.5. Seek sustainable financial and human resources
ICOMOS is diversifying its sources of funding by strengthening institutional partnerships and developing projects. At the same time, the organisation has increased the capacity of the ICOMOS headquarters in Paris by recruiting specialised staff and improving internal management, in order to effectively support its strategic objectives.
In accordance with Resolution 21GA2023/19, the Board tasked a Working Group with reviewing the structure, levels and allocation of membership fees, and with formulating recommendations to establish a more equitable fee structure while ensuring the financial sustainability of the ICOMOS Secretariat. The Board commends the considerable work carried out by the Working Group on the Membership Fee Structure and has agreed that it should continue its work with a view to developing a proposal to be submitted for consideration by the 2027 General Assembly.

MISSION 5: FULFIL ICOMOS'S RESPONSABILITIES UNDER THE WORLD HERITAGE CONVENTION

As an Advisory Body to the World Heritage Convention, ICOMOS provides scientific and professional expertise to the World Heritage Committee and has actively contributed to broadening dialogue with States Parties. Advisory activities — whether upstream advice on preliminary assessments or nominations under preparation, workshops on Tentative Lists, or advisory missions related to conservation and development projects — have expanded significantly in recent years. By facilitating dialogue between national and international experts

and, where appropriate, enabling difficulties to be anticipated more effectively, these exchanges are extremely fruitful. The feedback received clearly confirms this.
This naturally occupies a large part of our time as an Advisory Body. It is an essential mission, both demanding and rewarding, to which I am committed to giving a professional and independent character. Four aspects have been particularly important in our work over the past three years:

- The reform of the two-phase evaluation process, comprising preliminary assessment and nominations. At the end of the AP2024/25 and AP2025/26 cycles, ICOMOS surveyed the States that had submitted requests. This survey enabled us to gather valuable feedback to continue improving the process.
- The development of an ICOMOS capacity-building programme, including, among other areas, the revision of Tentative Lists; Heritage Impact Assessments (a major and ongoing programme); and the conservation of heritage in the face of climate change.
- Monitoring the state of conservation (SOC) and supporting sites inscribed on the List of World Heritage in Danger, with the aim of helping them to be removed from the List (DSOCR).
- Thematic studies, such as the study on transhumance (see Mission 2.3) and research into threats affecting inscribed properties.

To carry out these tasks, ICOMOS relies on the expertise of our National Committees and International Scientific Committees. Each year, approximately 500 ICOMOS members contribute to this work, and I would like to take this opportunity to thank them. ICOMOS's work is funded by the World Heritage Fund and by other UNESCO sources, but it is important to emphasise that many activities have been carried out using ICOMOS's own resources or under unfunded mandates. Each year, our entire network of experts, composed exclusively of heritage professionals who are deeply committed and contribute on a voluntary basis, dedicates its time and expertise to serving the Convention. Serving the World Heritage Convention is at the heart of ICOMOS's mission.

This report, without claiming to be exhaustive, provides an overview of the work carried out during the 2024–2026 period and strongly reflects the unwavering commitment of ICOMOS members, whom we sincerely thank for their dedication and their essential contribution to this collective mission. I would also like to express my deep gratitude to the members of the Board for their constant commitment and exemplary dedication throughout these three years. I also extend my thanks to the teams at the ICOMOS headquarters, whose professionalism and efficiency have enabled remarkable results to be achieved, ensured the successful organisation of our meetings, and provided valuable support to all our National Committees, International Scientific Committees and Working Groups. Finally, I would like to acknowledge the tireless work of our Secretary General, Deputy Secretary General and Secretariat, who have carried out an essential mission with exemplary rigour: preparing agendas, reports, minutes and all the working documents necessary for the smooth functioning of our organisation.

I would also like to express my immense gratitude to our World Heritage Units, the members of the ICOMOS World Heritage Panel, our advisers and the hundreds of ICOMOS members who, each year, work behind the scenes to make an exceptional contribution to our success in the field of World Heritage. I would also like to acknowledge the essential work of the two Directors of our World Heritage Units, Gwenaelle Bourdin and Regina Durighello, and their teams, whose

commitment supports, year after year, recognised and highly valued scientific and operational work, both at the international level and throughout the heritage conservation sector.

I would like to congratulate and thank our outgoing Director General, Marie-Laure Lavenir, as well as our new Director General, Céline Noguès-Weber, for their expertise, their commitment to continuity and the quality of work carried out with exemplary efficiency. I also extend my thanks to the entire team at the ICOMOS headquarters in Paris, and particularly to their Deputy Director General, Gaia Jungeblodt, whose constant dedication, exemplary rigour and selflessness have been instrumental in the organisation's remarkable achievements.

As usual, I will conclude with a wish: I would like to extend my very best wishes for success to the future President of ICOMOS. May this new term of office be marked by a clear vision, deep commitment and fruitful collaboration with our entire global network. I wish them every success in leading our organisation with inspiration and determination, while upholding the values that underpin ICOMOS: scientific rigour, inclusive dialogue and service to heritage. May their leadership and energy further strengthen our collective action and open up new perspectives for the conservation of cultural heritage around the world.

The threefold combination of science, action and influence is precisely what enables ICOMOS to remain the world's leading organisation for the conservation of cultural heritage. Thank you all.

Teresa Patrício,
ICOMOS President
Paris, 8 September 2026