

**CANDIDATE FOR THE BOARD OF ICOMOS
CANDIDAT AU CONSEIL D'ADMINISTRATION DE L'ICOMOS**

HERBIG ULRIKE

INDONESIA - INDONESIE



PLATFORM / PLATE-FORME / PLATAFORMA

If elected to the ICOMOS Board, I intend to stand for the office of Treasurer. I confirm that, if elected, I will serve in this office and attend Board and Bureau meetings. If not elected to the Bureau, I will continue to serve as a member of the Board and attend Board meetings.

For almost three decades, ICOMOS has been an integral part of my professional life. More than twenty years of collaboration in Indonesia have made the country a second professional home, allowing me to work closely with colleagues, universities and heritage institutions across Southeast Asia. Together with my long-standing engagement in Europe, these experiences have shown me that successful international cooperation depends not only on professional commitment and scientific excellence, but also on sound governance, financial stability and mutual trust. This is why I am standing for Treasurer.

I see the Treasurer's role as more than financial oversight. It is a strategic responsibility that helps create the conditions for international cooperation, professional exchange and an independent, resilient and globally relevant ICOMOS.

At TU Wien, my administrative work is to support colleagues in developing proposals and managing projects, which requires strategic financial planning, compliance with reporting standards, risk assessment and long-term sustainability. Thus, I work

extensively with international research funding frameworks within the European Union and beyond. This work has given me a solid understanding of institutional financial frameworks and of the importance of transparent structures for sustainable international partnerships.

Within ICOMOS Austria, I was part of the team that restructured the National Committee, including the financial framework in close cooperation with the responsible Ministry. We established clearer structures, improved transparency and aligned procedures with legal and institutional requirements. I could contribute my expertise in financial management, good governance, and organisational sustainability, gained as the head of a publishing company since 2003.

My work with partners in Europe, Asia and Africa has broadened my understanding of the diverse financial realities in the work for conservation of cultural heritage. It has reinforced my conviction that financial governance must combine accountability with inclusiveness and enable meaningful participation from all regions.

As Treasurer, I would focus on four priorities.

First, I would work to strengthen financial stability, transparency and accountability within ICOMOS International, in accordance with its Statutes and governance framework. Clear structures, predictable planning and responsible reserve policies are essential for maintaining trust. Increasingly complex international funding environments also require strong expertise in compliance, application support and long-term financial strategy.

Second, I see the importance of fair and sustainable approaches to membership contributions and financial responsibilities, which reflect ICOMOS's status as a global organisation. Thus, its financial framework should acknowledge differing economic realities while securing the resources needed to carry out its work. Transparent allocation principles and carefully designed support mechanisms can strengthen inclusiveness and global cohesion.

Third, I would help strengthen ICOMOS's capacity to pursue international funding opportunities by supporting the ICOMOS Projects Team and building on the organisation's existing project development framework. Many programmes recognise the contribution of cultural heritage to sustainable development, climate resilience, education and digital transformation. ICOMOS can connect its existing expertise, international network, and previous project results more systematically, with realistic budgets, sound risk management, measurable impact, sustainability, and long-term donor relationships. We do not always need new ideas; we also need effective mechanisms to develop and fund what has already been achieved.

Fourth, I would support international cooperation through reliable financial planning. More than twenty years of working between Europe and Southeast Asia have shown me how strongly successful partnerships depend on continuity, mutual trust and dependable organisational support. Financial strategy should not only secure

ICOMOS's future but also create the conditions for long-term cooperation, knowledge exchange and broad participation.

I want to continue contributing to Heritage Impact Assessment training, technical reviews and international capacity-building activities. Remaining engaged in professional practice keeps me connected to the realities faced by heritage professionals and site managers. If elected Treasurer, I would keep these activities fully separate from my fiduciary responsibilities and act in accordance with the ICOMOS Statutes and conflict-of-interest provisions.

My approach is collaborative, interdisciplinary and pragmatic. It would be an honour and a responsibility to contribute my experience to the Board as Treasurer and to help ensure that ICOMOS remains financially sound, inclusive, internationally connected and well-positioned to meet future challenges and opportunities.

CURRICULUM VITAE

Dr. Ulrike Herbig is Senior Scientist at TU Wien (Vienna University of Technology), Faculty of Architecture and Planning, where she is responsible for research support and international cooperation. Trained as a geodesist, she has dedicated her career to advancing cultural heritage conservation through research, capacity building and international collaboration.

A member of ICOMOS since 1997, she is active in both ICOMOS Austria and ICOMOS Indonesia. Over more than twenty years, she has established long-term partnerships with universities, heritage institutions and ICOMOS colleagues across Indonesia and Southeast Asia, complementing her longstanding engagement within ICOMOS Austria and creating a strong bridge between the two regions.

She is a member of the International Scientific Committee on Heritage Documentation (CIPA) and the International Scientific Committee on Wood (IIRC).

Since 2012, she has been a core member of the Preventive Monitoring Group of ICOMOS Austria and currently heads the group. She served as Vice-President of ICOMOS Austria (2018–2019) and has contributed to strengthening governance, preventive monitoring and World Heritage management. At the international level, she participates in technical reviews and has served as trainer in three international Heritage Impact Assessment (HIA) training programmes.

Her professional experience combines governance, strategic planning, financial management and the coordination of international, multi-partner projects across Europe and Asia. She is President of the CHNT International Conference (Cultural Heritage and New Technologies), fostering dialogue between research, practice and international cooperation within the global heritage community.