

GLOBAL HERITAGE REVIEW FALL 2015

 Global Heritage Fund®

BEYOND MONUMENTS

CIUDAD PERDIDA, COLOMBIA

Ciudad Perdida from a drone's eye view. Drone technology is helping archaeologists discover new sites.

Image: Plinio Barraza/Global Heritage Fund

What does GHF’s roadmap look like for the year ahead? We took some time to reflect on where we’ve come and where we’re headed. Our new Executive Director Stefaan Poortman shares his thoughts and experiences in this issue.

What are the biggest challenges Global Heritage Fund faces in protecting cultural heritage?

The greatest challenge is instilling this basic question among people: What is cultural heritage? After people understand what this shared resource is we can begin to address why it needs to be saved.

For this reason, we are going back to basics. We want to help people understand both the importance of our heritage, and the powerful and yet relatively untapped potential it can play in global development. Over 13 years of conservation work, we’ve learned time and again that preserving cultural heritage can yield significant social, cultural, and economic benefits.

We believe that these sites will be there in 100 years’ time precisely because of how we preserve them today, but more importantly, because of how we instill a sense of stewardship in local communities. For citizens and students, governments and local organizations, we’re providing an incentive for everyone to protect and benefit from cultural treasures. This is why GHF’s scope of work is far more than monuments, a sentiment reflected in our new brand tag line: #BeyondMonuments.

What is changing at GHF?

Our messaging is evolving. Both internally and in how we’re going to approach our communication strategy, the core message we’re out to deliver is that heritage is beyond monuments – it’s the story of a people. We’re working to connect with a greater number and diversity of people, because we want the world to know that every story should have a voice. From the donors who make our work possible to the local communities we help, the more people that get involved with heritage, the more visible it becomes, and the more we will be able to protect and treasure it. A big part of that involves expanding our base. There’s a younger audience out there that is more interested to see how they can directly engage and help, but we haven’t effectively courted that demographic until now. So, we’re exploring new ways that people can help out in a more tangible way. For instance, we’ve developed the Cultural Emergency Program to allow people to donate in a way that is immediately impactful in critical, time-sensitive situations.

In addition, we’re working to leverage the use of technology to help heritage in crisis. Our program ‘AMAL in Heritage’ is a great example of this. It allows conservators and interested parties to do Rapid Impact Assessments of critically endangered heritage sites, which will be immensely beneficial for conservation efforts on the ground. “Amal” means “hope” in Arabic, and we believe

PERGE, TURKEY

GHF’s Executive Director, Stefaan Poortman, stands among two monumental pillars at the site of Perge, Turkey.

We believe that these sites will be there in 100 years' time precisely because of how we preserve them today, but more importantly, because of how we instill a sense of stewardship in local communities.

that this technology platform will help save some of the most endangered heritage in places like Iraq and Syria.

We're also in transition with our projects. We're preparing to sign off on Banteay Chhmar (Cambodia), Pingyao (China), and Mirador (Guatemala), and we're beginning to identify new projects for our portfolio. Right now, we're looking at sites in Greece, Nepal, Myanmar, Ethiopia, and Cuba. Personally, I'm quite excited about expanding our presence in Africa. Having spent part of my childhood in Zimbabwe, I am keen to see GHF develop several African projects in the next few years.

What is GHF's impact strategy for 2016?

We're diversifying where and the way we operate so that we can maximize our impact. In the past, we restricted our work to developing countries only. Now, we're also exploring projects in areas of economic need, such as Greece and Romania. The new portfolio will also include a range of urban versus rural and archaeological versus architectural sites.

Additionally, we're moving away from 5-7 year long projects, and starting to incorporate short-term projects of a 3-5 year period as well. This shift will allow us to achieve two key objectives: first, to expand our geographic footprint further

and protect more heritage in more places; and second, to provide demonstrable and measurable impact in a shorter time frame.

In tandem with this, we're going to further leverage our global network of experts and technology to maximize our preservation and development efforts. This includes access to drone technology and mobile mapping applications, which will more easily help us to achieve our project objectives and conduct quantitative assessments of our efforts. Finally, we've taken on a new branding and messaging strategy. We're rolling out new channels of engagement through fresh content across all of GHF's communication platforms, including web, print, social media, events, and group travel.

Who are GHF's key partners in 2015 and in 2016?

Collaboration has always been the most critical factor in our success. Without the tireless support of our partners and donors, I can unequivocally state that our achievements would not be nearly as great as they are.

So of course, we're planning increased collaboration with our new and existing partners as we go into 2016. In 2015, we built a very strong partnership with the Prince Claus Fund in the

Netherlands to provide both short-and medium-term funding to sites facing high risk. We've also partnered with UNESCO in China on the development of the official preservation guidelines for Pingyao's Ancient City – now finalized and released. Finally, with the help of the Arab Regional World Heritage Center in Bahrain and the International Center for the Study of the Restoration and Preservation of Cultural Property (ICCROM), we are working on a technology solution for heritage in peril in Iraq and Syria through the AMAL in Heritage program. You can find more information about all of these programs on our new website, www.globalheritagefund.org.

Our location in the heart of Silicon Valley places us right in the middle of tech culture, and we're going to capitalize on that as we move forward. GHF is discussing innovative partnerships with various financial entities to provide potential impact investment funding that will help us with enterprise investment and development around our project sites. We've partnered with several local tech firms to create low-cost and innovative solutions to heritage conservation's most pressing issues, whether using drones to map new sites and provide feeds on preservation projects or advanced scanners to conduct soil analyses.

Finally, we're using the power of social media to connect with more people, more often. That involves linking up with a new generation of journalists operating in the communities where we work and deriving new stories that will also complement GHF's impact strategy.

What is most inspiring in your new leadership position at GHF?

I have always considered working with Global Heritage Fund my dream job. After ten years of work with GHF, starting on the ground level in Kars, Turkey, I am so honored to be in this position of leadership. I consider it a great responsibility to helm the organization during this time of transition.

At Global Heritage Fund, things are changing. We're only getting better and stronger 15 years down the road. 2016 is going to be a fantastic year, and I am confident that working together, we will achieve some amazing wins for heritage. □

- LIBYA
- SYRIA
- IRAQ
- NEPAL

CULTURAL EMERGENCY PROGRAM

After disaster strikes, the wounds of an ailing nation require more than just reconstruction. Beyond temporary economic aid, heritage offers a salve that will bind a people together, giving them hope, strength, and most importantly, the belief in the lasting resilience of their culture.

Global Heritage Fund launched the Cultural Emergency Program (CEP) in 2015 to provide first aid to cultural heritage around the world. Cultural heritage is an increasingly vulnerable resource in our society; at any given moment, a historic city is destroyed at the hands of terror and ancient temples are crippled by natural disaster. Gone with these treasures are also intangible legacies such as art and literature, not to mention the sense of identity for affected communities.

On our watch, we risk losing all the cultural treasures of the Middle East from the ravages of war; compromising the safety of ancient, sacred texts in Timbuktu, and becoming spectators to the inevitable downfall of Nepal's heritage with the pounding of the next earthquake. Our ability to help cannot be held back by time or a lack of funds. The CEP launched by Global Heritage Fund makes sure that cannot happen.

What is the CEP, and why is it necessary?

We believe that emergency aid to cultural assets must be an essential part of every humanitarian outreach. Over the last two years, Global Heritage Fund has answered the call to several emergency projects worldwide alongside its partners. Now, it's time



to formalize this emergency outreach into an official program.

The CEP was launched in September 2015 to combat threats to cultural heritage in Africa, as well as severe looting and natural disaster incidents across the Middle East and Asia. It provides an unrestricted platform for donors to assist with emergency interventions and address the short-term, immediate needs of highly endangered heritage in areas of conflict or natural disaster.

This means we always have the financial capacity to reach out and help communities immediately, rather than having to wait for months until the funds are available. The CEP allows us to apply our knowledge, experience, and global network capacity to address the crisis as soon as possible, as events unfold, and with the dedicated efforts of our partners on the ground.

What emergency aid does for a community is nothing short of miraculous: protecting cultural heritage inspires millions of people to take collective responsibility, and ignites the sense of hope that is needed to reinforce pride and identity. Culture is the heartbeat of our society, and is vital to the future continuity of civilization.

How does it work?

Once the humanitarian crisis has been addressed, GHF will work with the Senior Advisory Board and its strategic partners to evaluate the highest priorities for funding. CEP activities may include rapid impact assessments or comprehensive damage assessments, evacuations of heritage assets (under extreme circumstances), emergency stabilization or conservation measures, or procurement of international experts for assistance to heritage experts on the ground.

Would you like to contribute to the CEP? Visit our website to learn how you can help heritage in crisis today. [🔗](#)

Kathmandu, Nepal

April 30, 2015 - A local temple in rubble in the earthquake aftermath that devastated Kathmandu, Nepal

AMAL IN HERITAGE

Global Heritage Fund's new platform for endangered cultural heritage in the Middle East and North Africa

Across the Middle East and North Africa (MENA), warfare has destabilized states, upended communal order, created a massive refugee disaster, and caused the deaths of hundreds of thousands of people. The recent crises in Syria and Iraq have incurred an additional terrible cost. In Palmyra, Syria or in Mosul, Iraq, priceless cultural treasures have been irrevocably destroyed by militants in the ongoing conflict.

This upheaval has highlighted the need for a comprehensive program of emergency response. However, regional strife precludes any attempt at on-the-ground support. To fill the gap created by the absence of crucial international support, Global Heritage Fund is partnering with the Arab Regional Centre for World Heritage (ARC-WH), the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM), and the International Scientific Committee on Risk Preparedness of ICOMOS (ICOMOS-ICORP) to launch the 'AMAL in Heritage' program. Defined as 'hope' in Arabic, Amal In Heritage is an initiative for enhancing the capacity of cultural heritage professionals in the conflict-stricken countries in the MENA region, and to support their ability to respond to the complex emergency situations that threaten cultural heritage.

When this program is fully developed, it will provide unprejudiced advice, supplementary training, and emergency management and response tools to anyone seeking to provide protection and conservation for all aspects of cultural heritage in these regions.

Leveraging the capabilities of mobile technology and the cloud, AMAL is a high-tech solution designed to aid in documenting cultural assets and assessing damage to cultural

heritage during high-risk, emergency situations. AMAL will do this by offering hands-on, distance learning tools and technical support applications to experts and other interested parties in the MENA region.

We are confident that their ability to respond to complex emergency situations and threats to cultural heritage will be greatly strengthened by the toolkit we provide with this program.

Mobile Device Application Rapid Impact Assessment Tool

Currently, the efforts of GHF and our partners are focused on developing a mobile-based application that will allow conservation professionals, public institutions, members of NGOS, and other interested parties to initiate Rapid Impact Assessments (RIAs) of movable and immovable cultural assets. Simple tutorials on the AMAL app will ensure that users understand both the processes and concepts behind RIA, as well as how to execute them in the field. With the addition of supplementary training materials, professionals will also be able to train concerned parties in RIA and dispatch them as local impact assessment teams.

This pilot program is intended to overcome the challenges associated with pre-existing techniques for recording and data gathering, which are too slow and expensive to be effectively used in emergency situations. It is necessary to note that the AMAL project is not designed to conduct comprehensive assessments, and so it cannot clarify all possible issues or answer all possible challenges related to a heritage site. Rather, it is intended as a simple, cost-effective platform to identify

and address critical issues in the most effective manner possible in challenging environments.

Database and Mapping System

In order to maintain records of conservation efforts both for posterity, and to ensure the dissemination of valuable information, AMAL in Heritage will create a database and mapping system to record all information passed through the website and mobile app. Through this database, we will be able to educate, advise on, and discuss challenges related to the preservation of cultural heritage in all its forms.

Distance Learning

Many people in conflict zones want to preserve their priceless cultural treasures, but oftentimes they do not know how. Our distance-learning workshops will offer basic, vital information for disaster risk management and emergency response techniques for movable and immovable cultural heritage. Each workshop will be limited to a small number of students to facilitate better interaction between them and their teachers. This part of the program is currently in development, and we hope to launch it as soon as possible.

With the inauguration of this important pilot program, GHF and our partners are confident that we can contribute to the toolkits of conservators in a positive and effective manner, even when circumstances limit our presence on the ground. We are filled with hope at its promise to help stem the tide of cultural loss in the Middle East and North Africa.

For more information about the AMAL program, please visit globalheritagefund.org. □

Palmyra, Syria

Palmyra has been one of Syria's great cultural oases for thousands of years.

Image: Csaba Moldovan/Global Heritage Fund

MOROCCO

An amin prepares to do maintenance work on his agadir. Since the decline of the igoudar tradition, most are left to do this work on their own.

Image: David Gouery/Global Heritage Fund

**IN PROGRESS**

MOROCCO'S SACRED GRANARIES

It is here that the Berbers laid claim to their home. The high desert spires and sheer, imposing rock faces of Morocco's Anti-Atlas mountains present the perfect environment for this rugged and hardy people, inured to the solitary mountain life and baptized in the desert's endless tribulations.

"The whole life," wrote The Times correspondent Walter Harris in 1921, "was one of warfare and gloom. Every tribe had its enemies, every family had its blood-feuds, and every man his would-be murderer."

Eking out an existence among such extremities, the Berber tribes inevitably manifested a prudent caution for their lives and livelihoods. In response to the need for a secure place to store their food and valuable possessions – everything from barley and oil to silver, jewels, and carpets – the Berbers developed communal granaries. These fortified *igoudar* (singular *agadir*) helped to protect the tribes from floods, desert marauders, and factional clashes. While precise origins are unknown, it is believed that the *agadir* tradition has been in practice for more than one thousand years, dating back to a time when the tribes of the Anti-Atlas were still nomadic.

The first *igoudar* were built, or more accurately found, to suit the needs of these itinerant nomads. It may be too charitable to describe these retrofitted caves as depositories, but the small warrens nevertheless served important storage functions during their owners' absences. As nomadic communities settled into a pastoral way of life, the *igoudar* followed suit, increasing in complexity in tandem with the changing

The profound beauty of these high mountain eyries requires a level of maintenance that only skilled local artisans can provide, but they are few in number and are unable to take on this mission single handedly, a situation worsened by enduring climate change and long-term neglect.

needs of their makers. A 1998 article from *Geographical* described one agadir as, “a telltale watchtower... hugging the cusp of a ridge. Chambers and hives cling like swallows’ nests to its sheer face. Though tantalizingly close, the structure remains inaccessible to all but climbers now that many of the original walkways have crumbled away.”

Outreach for Emergency Intervention

Such precarious conditions do not bode well for cultural preservation. The profound beauty of these high mountain eyries requires a level of maintenance that only skilled local artisans can provide, but they are few in number and are unable to take on this mission single handedly, a situation worsened by enduring climate change and long-term neglect.

All of this came to global attention late last year. In November 2014, deadly rainstorms in the Anti-Atlas region caused entire districts to go under water after dikes were breached. Three days of flash floods were the worst recorded since 1986, killing 32 people and leaving six people missing. Emergency rescue teams evacuated hundreds of people, and the Spanish government was called upon to assist in the rescue effort. More than 25 centimeters of rain were recorded in just a few

hours. In addition, one hundred roads including six national highways, were cut off. The deluge claimed the lives of dozens and injured many more, bringing widespread suffering to those left to pick up the pieces. It was also a cultural catastrophe. Some of the most beautiful of the Anti-Atlas’ sacred granaries were badly damaged, and a number of them collapsed as a result of the storm. Those that are still standing remain at high-risk of further deterioration if emergency intervention is not provided immediately.

GHF Project Details

Global Heritage Fund’s emergency intervention initiative centers on the immediate restoration of two collective granaries in Amtoudi, *agadir Aguellouy* and *agadir Id Issa*. Both of these granaries have sustained substantial damage as a result of the floods, and are important representations of the region’s cultural heritage, making them prime candidates for preservation by GHF.

With primary leadership and funding provided by GHF, Dr. Salima Naji will helm our efforts on the ground. A Moroccan architect and social anthropologist specializing in built heritage, Dr. Naji has been involved in the preservation of



MOROCCO

Hugging the cliff to ward away bandits, many igoudar are just as inaccessible today as they were in the past.

Image: David Gouery/Global Heritage Fund

MOROCCO

High above its village, this agadir is protected by a series of battlements, towers, and a gate small enough for only one man to pass through.

Image: David Gouery/Global Heritage Fund

sacred and collective oases in several towns across the Anti-Atlas Mountains in Morocco. Her projects extend to four sites of impressive undertaking, from communal granaries to fortified towns. Dr. Naji's work on the preservation of earthen buildings in southern Morocco has awarded her with the Aga Khan Award for Architecture in 2013, among many additional accolades.

Together with Dr. Naji, Global Heritage Fund will investigate the communal granaries of the oases of southern Morocco. GHF's long-term goals there include:

- Stabilize and partially reconstruct the support structures of the granaries that collapsed due to the heavy rains
- Conduct a professional, comprehensive survey of the damage, along with an assessment of the necessary engineering and reconstructive work
- Conduct long-term site management and hydrology studies to ensure the granaries are able to withstand future threats from the elements
- Provide training to local teams to perform the repairs by way of authentic preservation and the use of traditional materials
- Increase the value of traditional architecture and communal spaces by instilling collective ownership among local communities and for the sustainable development of cultural heritage tourism.
- Promote earthen building as a sustainable and affordable technique for contemporary living
- Promote traditional building skills at risk of disappearing

Integrating local communities in the restoration of their own cultural treasures is a very rare experience in Morocco. Opening the door to renewed creativity, connections, and economic opportunities, community engagement also establishes a sense of collective ownership of the built and intangible heritage of a country. These are the stepping-stones to sustainable development, and the very vision shared with Global Heritage Fund. □



BANTEAY CHHMAR, CAMBODIA

Cambodia Project Director John Sanday stands along the bas-relief of a multi-armed Avalokiteshvara on the west side of the temple complex at Banteay Chhmar.

Image: Craig Stennett/Global Heritage Fund

IN REVIEW

BANTEAY CHHMAR

Banteay Chhmar is one of the greatest architectural masterpieces of Southeast Asia, a dazzling tale of imperial splendor and an embodiment of the wealth and power of the Angkor kingdom. Yet, over 800 years of neglect and warfare have left the temple complex in ruins.

Banteay Chhmar, the “Citadel of Cats,” was built by King Jayavarman VII at the end of the 12th century. Following similar grandiose temple plans executed throughout Angkor, it was to be the jewel in the king’s already lavish crown: a one-kilometer arcaded enclosure wall surrounded the temple, carved with detailed bas-reliefs telling the story of the Ancient Khmer, depicting royal processions and battles, and showcasing exquisitely detailed images of the multi-armed bodhisattva Avalokiteshvara.

Eight hundred years have passed since the king’s reign, and that time has not been gentle to the grandeur of Banteay Chhmar. The precarious state of the temple complex would have become untenable without immediate intervention. In 2008, Global Heritage Fund set out to protect what remained of the site, beginning with a multi-year agreement with the Cambodian Ministry of Culture and Fine Arts for the master planning, conservation, and protection of Banteay Chhmar. John Sanday served as our Project Director for the duration of our efforts there.

Now that we have drawn to a close our more than six years of involvement in the conservation of Banteay Chhmar, we’d like to explore the challenges, achievements, and future vision for the stewardship of this marvelous temple complex.

Site Conservation

Under the direction of Mr. Sanday, we achieved the following successes in preserving and stabilizing numerous monumental structures:

- Monumental bas-reliefs on the Southeast Sector Wall reassembled and conserved
- Iconic face tower 18 North reassembled and conserved after threat of collapse
- Critically threatened sections of the temple complex repaired
- Removal of trees affecting structural stability of complex
- Trained group of local workers in stone conservation; scientific sampling and testing methods; indigenous conservation methodology for the site; photographic documentation techniques
- Completed 3D virtual reconstruction of site

Community Development

“We’re not just restoring a pile of old rocks, as people used to think” Sanday muses. “It’s a community effort.” Indeed, the local people of Banteay Chhmar were essential to the surveying, preservation, and reconstruction of the temple complex that had been so maimed by years of neglect and looting.

Local workers were taught to create digital reconstructions of the site independently using AutoCAD, many of whom were previously illiterate. Workshops were conducted with national and international scholars to guide the local workforce on conservation and site management principles, including a special workshop for the Stone Conservation Unit. Today, 41 local community members are employed at the site.

Alongside their participation in conservation of the temple complex, the local community was instrumental to the transformation and revival of Banteay Chhmar as a newfound destination. In 2007, in partnership with Heritage Watch and Agir pour le Cambodge, GHF co-founded the Community-Based Tourism Board (CBT) to help facilitate the smooth transition. Since its’ founding the CBT has been an overwhelmingly positive force in the community, helping to found family-run businesses,

creating new jobs for local residents, or fostering educational opportunities.

To date, the CBT has introduced significant community initiatives such as waste collection services and cleaning of the moat, as well as the opening of a local restaurant and a children’s library. A team of 15 volunteer committee members now manages the allocation of these funds to the ongoing training of local guides and supplementary education for CBT members (topics include English language, hygiene, and transport), as well as community-centered projects. In the framework of the CBT, GHF was directly involved in multiple communal achievements:

- English-language training completed for seven CBT members
- 70 community members employed with the CBT
- Visitor center constructed with respect to traditional architecture
- 9 homestays established, offering 30 rooms with a capacity of 25-50 visitors per night

Conclusions and Challenges

Our successes at Banteay Chhmar are great. That said, there are still a number of challenges to achieving long-term sustainability and growth:

Tourism is an increasingly large part of the local economy, but is still a fraction compared to the market share of Angkor Wat. According to the Phnom Penh Post, Banteay Chhmar welcomed 882 visitors in 2013, a number which rose to 1,288 in 2014, while Angkor Wat recorded two million annual visitors in 2014 alone.

Poor infrastructure around Banteay Chhmar is an obstacle to increased interest in the site. Once this challenge is overcome, the 2.5-hour drive from Angkor Wat will be easier and more comfortable for day trips or short retreats.

Educational opportunities are limited in this part of Cambodia, especially for women and indigenous peoples. The Ministry of Culture and Fine Arts has identified a number of cultural integration and specialized training opportunities to rectify this situation, but these plans have yet to manifest in concrete action.




BANTEAY CHHMAR, CAMBODIA

Two young men share a ride through the local village at Banteay Chhmar, Cambodia

Image: Craig Stennett/Global Heritage Fund

Looting is still a pressing issue. According to Deutsche Welle, although the pace of looting has declined considerably since its heyday under the Khmer Rouge, the threat remains omnipresent.

Finally, the prosperity of the CBT is dependent on a number of factors including increasing tourism and revenues, and perhaps even more importantly, the ability of the community members to acquire the necessary business management skills and training to ensure the sustainable growth of the CBT into the future. Due to a variety of factors, the pace of growth has been relatively slow, and there is still much work to be done.

Despite these challenges, we firmly believe that our work at Banteay Chhmar has laid the groundwork for a truly homegrown conservation effort, one which will see the site preserved and thriving for many long years. “People now look at Banteay Chhmar as part of their life,” Mr. Sanday notes. “It’s unreal how all these tough, young guys now turn up and work at the site, and it’s their site. They are the protectors, the monitors.” 

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PATHWAYS TO PROSPERITY
BY INVESTING IN
CULTURAL HERITAGE.**

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BANTEAY CHHMAR, CAMBODIA

A woman wanders through a field of tall grass in the temple complex.

Image: Craig Stennett/Global Heritage Fund