



VISION, LEADERSHIP AND MAINTANCE AS KEY PILLARS IN RISK MANAGEMENT

Fostering European Cooperation for Cultural Heritage at Risk
Expert Conference, 26 – 28 February, Dubrovnik

Goranka Horjan, CEO Ethnographic Museum in Zagreb
Chair of INTERCOM



HUMAN ELEMENT IS DECISIVE IN RISK MANAGEMENT

How do we perceive protection and usage of
cultural heritage assets – IS THERE A SHARED
VISION?



Izvor: Slobodna Dalmacija



WHAT IS THE VISION OF TOURIST DEVELOPMENT?

What is happening in reality?

The income generated by tourism has strong impact in decision making.



PROPER CULTURAL
MANAGEMENT IS
NEEDED IN THE
SECTOR, TOO.



- Commit to the preservation of the world's cultural heritage
Support the fight against illicit traffic in cultural goods

RED LIST OF SOUTHEAST EUROPEAN CULTURAL OBJECTS AT RISK

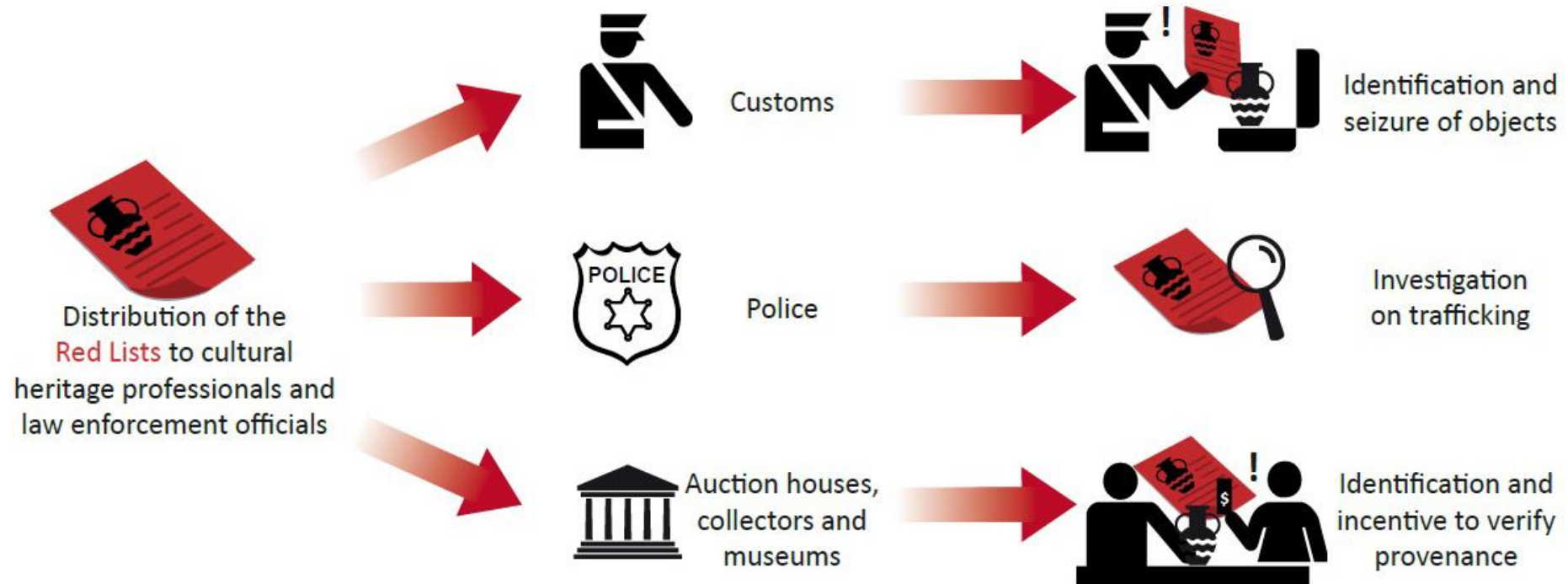


ILLICIT TRAFFIC IS A REAL THREAT

Cultural goods entering museums have to have established legal provenance

Source ICOM

HOW RED LISTS WORK



Source ICOM

DEFINING RISKS

- Archeological poaching, unauthorized diggings in archeological sites (stealing, illegally removing from the country and then legally introducing artifacts into a country with art market)
- Antiquities „laundering” include maneuvers implemented to conceal the illicit origin and nature of artefacts (the risk of repatriation is reduced by several technical sales procedures with commission payments; disguise by lending the artefact to a museum to be exhibited for some time, etc)
- Destruction of movable and immovable goods (e.g. during the time of conflicts and wars, dissembling wooden houses for old material which is needed for fake antiquities)





HOW LEADERSHIP CAN HELP?

By focusing on moving forward in order to solve problems.

By picking up your battles.

„Leadership is the capacity to translate vision into reality”



REASONABLE APPROACH

Making key stakeholders understand the challenges



COMMITMENT TO GOALS

Consistency in pursuing goals



SETTING PRIORITIES

First things come first, do not waste time



SUSTAINABILITY IN REALITY

Not only declarative advocacy but real mode of behaviour



IMPLEMENTATION

Words hand in hand with deeds

METHODOLOGY

- There are obvious contradictory notions how to deal with problems we face in cultural heritage management
- Solutions should be seen in how to reconcile them otherwise they will be always in conflict
- Many different stakeholders with different values are not easy to reach the agreement

- dealing with urgent issues

„STOP THE BLEEDING“



- stop promising things that will never happen

CHANGE THE CONVERSATION



- promote success stories

„MAKE THE GOOD STUFF SING“



Drawings by Geir Helgen related to museums were displayed during the ICOM ICR travelling exhibition 2009 - 2011

GOOD
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IS THE KEY
TO SAFETY

- CLEANLINESS
- ORDER
- A PLACE FOR EVERYTHING

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KEY MESSAGES

RULE OF STANDARDS AND PROFESSIONAL
BEHAVIOUR

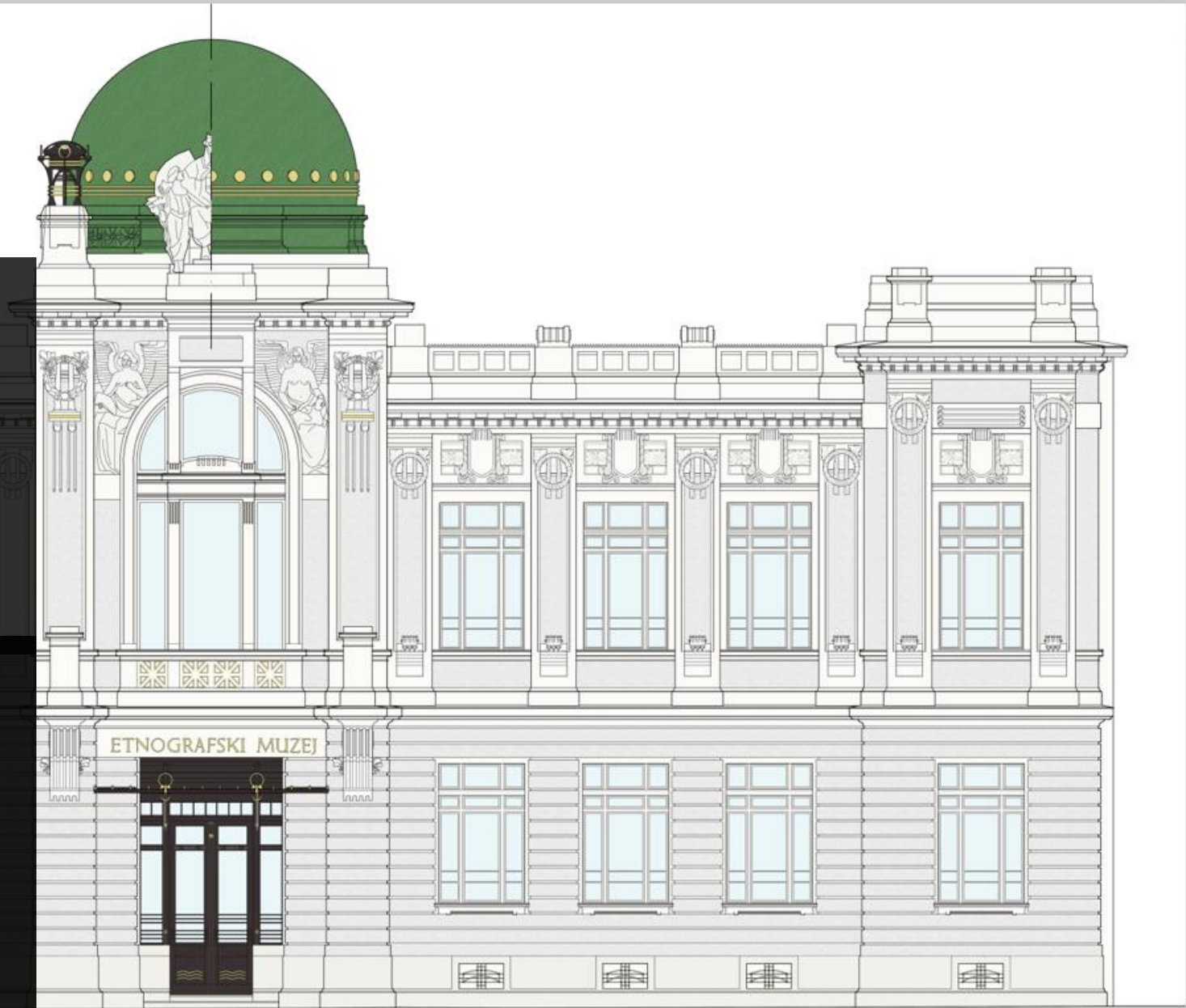
- „Museum Watch Committee. MW is an advocacy program that monitors critical situations that undermine the ability of professional practice and operating according to international standards of best practice.”

MAINTANANCE AS RISK PREVENTION

EXAMPLE OF ETHNOGRAPHIC MUSEUM
IN ZAGREB



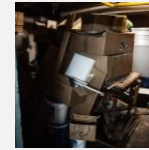
100 GODINA
ETNOGRAFSKI
MUZEJ, ZAGREB
1919. - 2019.



Trees on the dome, falling parts ... – autumn 2015!



Overloaded storages, heaps of exhibition material narrowing corridors, ...



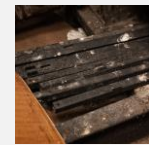
SOLUTION – applied standards, changes in decision making

Old electrical wiring, boilers



SOLUTION – refurbishment should be obligatory after certain period of time

No elevators for visitors and transport



SOLUTION – accessibility is closely related to investments

First improvement done – autumn 2019!

The complete interior is still waiting for renovation



100 GODINA ETNOGRAFSKI
MUZEJ, ZAGREB
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NATIONAL MUSEUM

In 1919 the Ethnographic Museum was founded in the building erected in 1904, last change of display happened 1968 - 1972 **and since then it was not refurbished** to meet present day standards of collections keeping, exhibiting and accessibility.

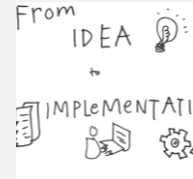
- Croatian Law on Museums regulates the obligations related to the establishment and operation of museums in accordance with technical conditions and standards. If it is determined that if museum does not meet conditions referred to in Article 18, a deadline is set for the founder, within which it is obliged to eliminate the deficiencies found otherwise, the competent authority will issue a decision banning the museum!

Challenges that risk management has to tackle



Scarce funding

Comparison of allocated funds and real costs reveals a huge gap



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Strategies exist but they are not implemented

3 strategies stress that storages are the weakest point in museums but no investments occur



Lack of coordination

Architects – Conservators
– Fire Protection



Bad practice and ignorance

Ad hoc solutions, short-range projects



A huge number of stakeholders in the sector

Public infrastructure, different legislative – construction, education, tourism

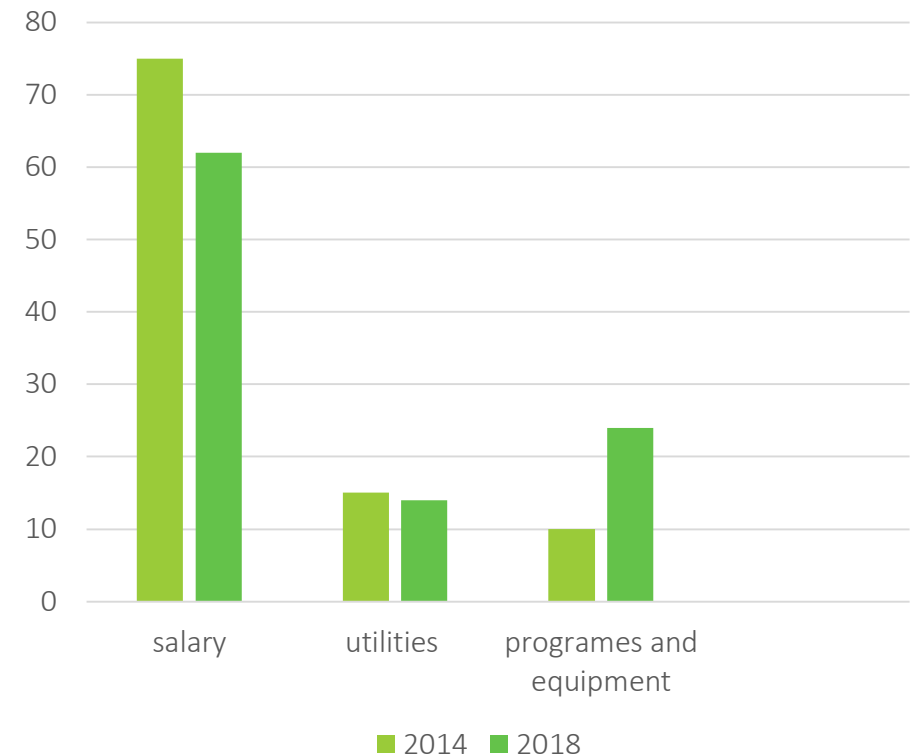


ALLOCATIONS NEVER LIE

How much do we invest in cultural heritage protection?

What is the target amount?

ANNUAL EXPENSES



- GOOD PROTECTION MEANS THAT CULTURAL HERITAGE IS IN USE ACCORDING TO STANDARDS, SUSTAINIBILITY AND ENJOYMENT OF USERS AND PUBLIC

REFURBISHMENT OF ETHNOGRAPHIC MUSEUM



MAIN MUSEUM BUILDING REFURBISHMENT

Project is made but no funds available



ACCESSABILITY AND SUSTAINABILITY

Partnership with National Chamber of Commerce



MUSEUM STORAGE

The investment is undergoing **1,5 year evaluation for EU funding!**



100 GODINA ETNOGRAFSKI MUZEJ, ZAGREB 1919.-2019.

Ovdje umetnite svoje ime ili logotip

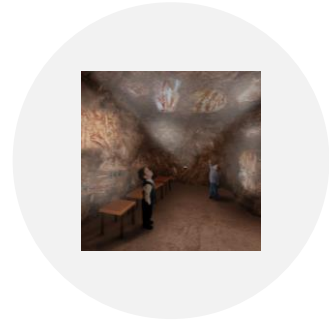
Source: Christmas card by Pokrajinski muzej Murska Sobota

STEPS TO TAKE



PEOPLE

Every work is done in reasonable time and quality is checked



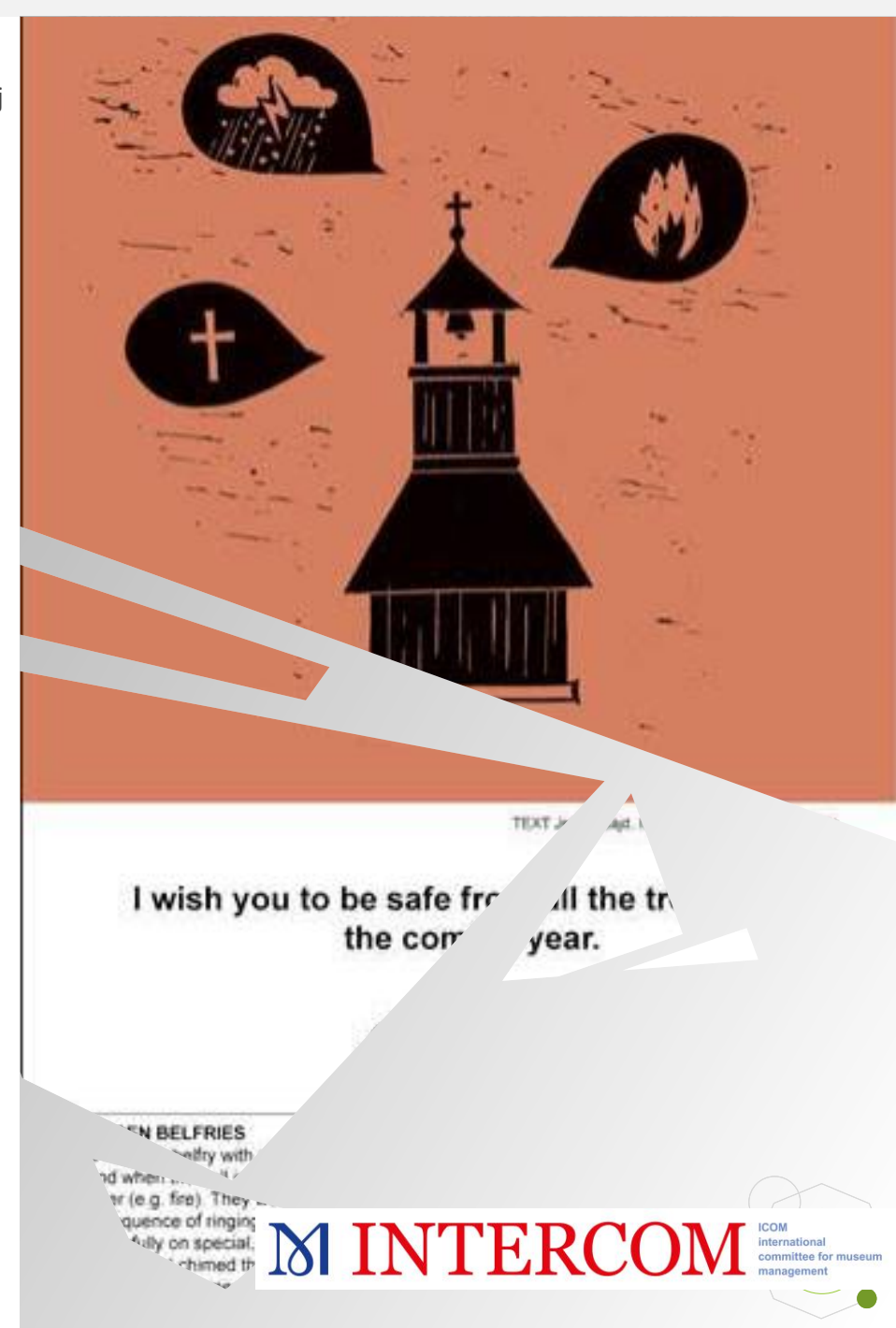
AUTHORITIES

They enable not disable, decision making is based on facts



RULE OF LAW

Legal obligations are implemented, legislative is well-coordinated



THANK YOU

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