DELIVERABLE D.T3.2.1

Guidelines for Cultural Heritage Rescue Team (CHRT)

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Authors:

DUK

Anna Kaiser

with valuable inputs from the participants of the 2019 Summer University Cultural Property Protection syndicate working groups CHRT:

Cristina Collettini and Paul Fox as syndicate working group leaders

Armin Blitz, Florian Dietrich, Ilse Entlesberger, Kimberly Himmer, Barbara Interlandi, Olivier Melchior, Sonja Mühlbachler, Tim Purbrick, Altagracia Pytel, Hannes Schramm, Alessia Strozzi, Trifon Trifonov, Nur Umar

CONTENT

1. Introduction

ProteCHt2save aims at installing so called Cultural Heritage Rescue Teams (hitherto abbreviated as CHRTs) in the partner countries in order to conduct the pilot actions scheduled for WP T4 "*Elaboration and implementation of plans for cultural heritage protection and safeguarding in emergency*". In ProteCHt2save the CHRTs are planned as national emergency units or tasks force for protecting and recovering cultural heritage during natural calamities, especially those treated in extenso in ProteCHt2save, namely water and fire. D.T3.2.1 "*Guidelines for Cultural Heritage Rescue Team (CHRT)*" will briefly focus on experience on the international level before breaking the developments and experience down onto the national level, as envisaged for ProteCHt2save's CHRTs. The necessary skills of the teams will be identified and a possible structure that is regionally adaptable will be presented. A focus is put on the members of the teams who should be appointed in close collaboration with the local stakeholders in order to ensure the functionality and sustainablity of the CHRTs. Equipment of the team and training possibilities will be highlighted, especially the latter one being directly linked to deliverables D.T3.1.3 "*Recommendations for rescuers in emergency phase for cultural heritage safeguard*" and D.T3.2.2 "*Handbook on best transnational rescue strategies*".

The deliverable is largely based on the developments of the International Summer University Cultural Property Protection 2018 which was held as part of ProteCHt2save and bore the title "*Cultural Heritage Rescue Teams*".[1] The 24 participants from nine countries developed prototype models for the CHRTs. The composition of experts in the field of cultural heritage protection and management, military and crisis first responders as well as students from related fields ensured a highly transdisciplinary approach to the topic. The international composition of the participants (Austria, Bulgaria, Germany, Great Britain, Italy, Switzerland, Turkey and USA) made sure that the prototypes developed are adaptable to all partner countries of ProteCHt2save, even if the approach chosen by the participants was the more difficult version, the establishment of an international NGO for active protection and recovery of cultural heritage threatened and endangered by any natural or man-made catastrophe. In this deliverable the international approach will be adapted to a nationally implementable version of a CHRT which in the future might be developed further into international versions, at least on the European level.

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2. International experience

On international level there is one prominent example that could figure as model for the CHRTs envisaged in ProteCHt2save – the Italian national "Task Force in the framework of UNESCO's Global Coalition Unite4Heritage".[2] Following the massive wanton destruction of cultural heritage in the 21st century the General Conference of UNESCO adopted at its 38th session in Paris in 2015 a strategy on the "reinforcement of UNESCO's action for the protection of cultural heritage and the promotion of cultural pluralism in the event of armed conflict".[3] UNESCO called on member states to define mechanisms for the rapid mobilization of national experts in order to support the implementation of the strategy. The Italian government has thus established a task force under the coordination of the Italian Ministry for Culture and Tourism, with the participation of the Ministry of Foreign Affairs and International Cooperation, the Ministry of Defence and the Ministry of Education, University and Research in order to contribute to the safeguarding, rehabilitation and protection of cultural and natural resources. The "Blue Helmets for Culture", as the team members were soon called, consist of military personnel (officers from the Italian Carabinieri Command for the Protection of Cultural Heritage – Comando Carabinieri Tutela Patrimonio Culturale) and civilian experts from the different thematic fields necessary for successful protection of cultural heritage. If requested by a member state of UNESCO and considered by the Italian government, the Task Force can operate preventively, in the immediate context of the disaster, and in the aftermath of the event in order to assess the damage and risk to cultural heritage, devise operational plans for safeguarding measures, provide technical support, supervision and training in order to assist the national authorities and other local actors in cultural heritage protection, assist in transferring movable cultural heritage to safe areas and fight against the looting and illicit trafficking of cultural heritage. Relevant and important for ProteCHt2save and its national CHRTs is the fact that the Italian Task Force is combined of military personnel and civilian experts. Cultural heritage protection can only be successful if everyone pulls together, meaning that the experts for cultural heritage coming from the civilian, the heritage side, like conservators, archivists, art historians, etc. work together with the emergency first responders, who do not necessarily have to be the armed forces, but in most cases will be the local fire brigades, as established in deliverable D.T3.1.1.[4]

For ProteCHt2save's CHRTs it is important to state that the internationally deployable Italian Task Force includes civilians and military, has them working together in teams structured similar to the national, simplified version sketched below, and thus enables the team to doc on both sides of cultural heritage protection and to link the heritage and the emergency response sides.[5]

That cultural heritage protection is not only valid during armed conflicts and other man-made disasters but also in natural catastrophes has been recently highlighted by an EU publication on safeguarding cultural heritage.[6] The international experts and students coming together for the 2018 Summer University Cultural Property Protection in Austria developed prototypes for CHRTs on the international level and modelled them on rapid response teams such as the teams of the international

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[2] UNESCO https://www.unite4heritage.org/ (accessed 06.06.2019). Memorandum of Understanding between the Government of the Italian Republic and the United Nations Educational, Scientific and Cultural Organization (UNESCO) signed by Paolo Gentiloni, Minister of Foreign Affairs and International Cooperation of Italy and Irina Bokova, Director-General of UNESCO, in Rome on February 2016.

[3] Resolution 38 C/48, 2015.

[4] Interviews with Brigade General Fabrizio Parrulli, Commander of the Carabinieri TPC, Rome, 25.02.2019, and Dr. Laurie Rush, US Army Fort Drum, 13.01.2019, conducted by Hannes Schramm for his Master's Thesis "Integration von zivilen Akteuren des Kulturgüterschutzes in einen Einsatzstab", Danube University Krems, in development. Personal communication Carabinieri TPC, E. Borgese, Rome, 21.07.2019. See also Parrulli, https://www.youtube.com/watch?v=BsTX1FmWayg (accessed 03.07.2019) and Carabinieri TPC, https://www.youtube.com/watch?v=RZqfe4cFbmc (accessed 03.07.2019).

[5] See further Schramm, Integration. LtCol Luigi Spadari, Carabinieri TPC, and Cristina Collettini, MIBACT, 27.02.2019 in briefings for module 10 CPP Master's Programme Danube University Krems, Accumoli.

[6] Bonazza et al. Safeguarding cultural heritage from natural and man-made disasters, 2018.

NGO "Médecins sans Frontières". But they also clearly stated that national teams have a huge benefit concerning organisation, training, and deployment, as highlighted in figure 1.
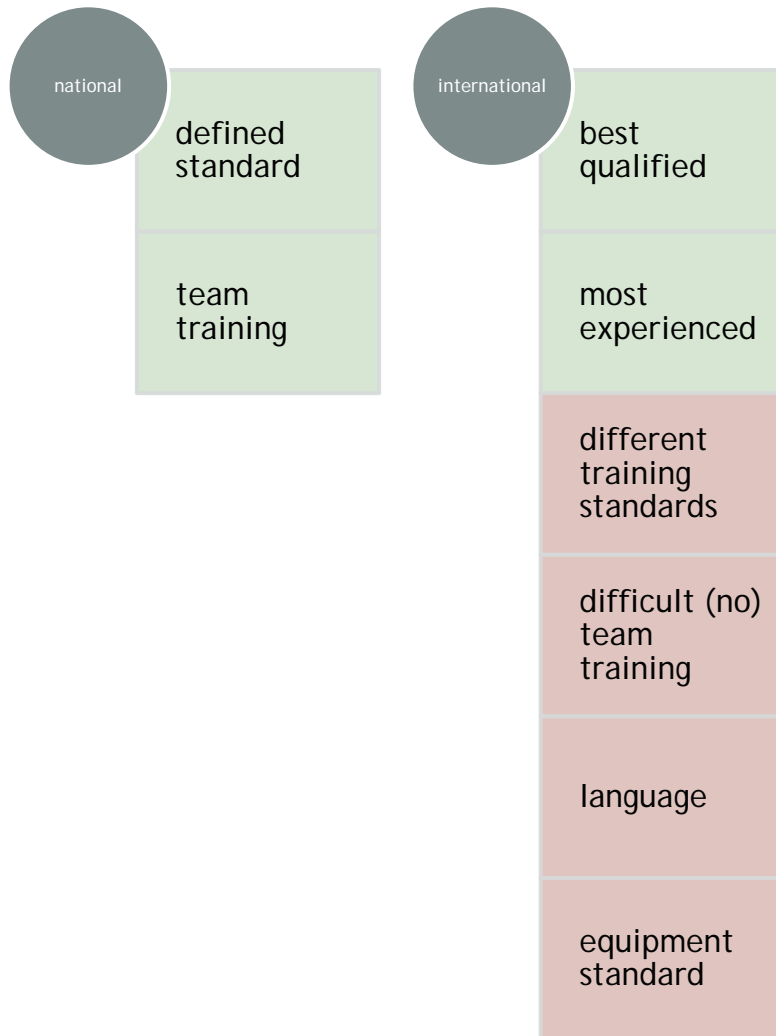

Fig. 1: Pros (green) and cons (red) of national and international composition of CHRTs.

3. National level

As briefly highlighted above in figure 1, CHRTs on a national level have the benefit of team training, which allows for a high working standard. Also the countries in question can define standards for nationally implemented teams. On which level (national, regional or even local) the CHRTs are implemented depends on the national conditions, structures and points of contact in cultural heritage protection as analysed in deliverable D.T3.1.1. The CHRTs need to be given the authority to help during emergency phases and to assist with their special knowledge and competences. On a national level getting this authority has the benefit of being easier than on the international level.

Two basic models seem possible:
1. The CHRT is docked to an already existing organisation which may or may not be already working in cultural heritage protection, but should be well organised and have proven its merit in working in calamitous events of all kind. Civil protection might be one of the possible contact points, but other organisations like the Red Cross or the Team Österreich, which is an Austrian organisation of volunteers managed by the Red Cross, might be an option too. The important point is to make sure that the members of the CHRT are insured when on operations.
2. The second model would be to ensure the team members' insurance via their day-to-day work, if the team members already work in a capacity that can be linked to the CHRT. For example conservators of the national monument's protection office or university personnel who in their special capacity are seconded to the CHRT by their organisation and still kept on the payroll of their sending organisation.

Partner countries which have a well-developed system of volunteers in fire brigades, civil protection or the Red Cross, to give but a few examples, might readily find possibilities to tackle the challenge of making sure that the team members of the CHRT are insured when working for heritage protection during calamitous events.

4. Necessary skills

ProteCHt2save's CHRTs are to deliver first aid to cultural heritage in times of crises, be they natural or man-made; they offer rapid response for the protection and recovery of cultural heritage facing these crises and their consequences.
Basically a CHRT is the pivot between the heritage side and the emergency response side. It should be able to dock and collaborate with both sides necessary for heritage protection in any situation, be it a natural calamity or a man-made disaster. Since heritage and emergency response sides very often do not know what exactly the other side needs or can do for successful protection of cultural heritage, the CHRT should also be able to bridge this gap. CHRT members should display competences to identify, prioritize and safeguard tangible cultural heritage.[7] They should also be able to engage with the various stakeholders in the different partner countries in order to include the local and regional levels. Following these lines of thought a CHRT needs to display the following set of capabilities (skill set, competences) and capacities (resources in order to get tasks done), see figure 2.

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[7] The focus on tangible cultural heritage does not mean that intangible heritage is of no consequence, but the practical approach of these guidelines and the further deliverables of WPT3 aim at the protection and recovery of tangible heritage, as defined in the project itself.

Capabilities

- security
- management
- coordination
- documentation
- logistics
- decide, plan and lead
- teach and train

Capacities

- situation assessment
- cultural heritage assessment
- decision making
- action plan

Fig. 2: Capabilities and capacities a CHRT should display.

The members of the CHRT should have a clear understanding of and be able to manage security issues concerning both themselves, their surroundings, and the cultural heritage in question, management, coordination, documentation of especially the cultural heritage concerned, logistics in order to transport recovered cultural heritage to a safe storage site, which has also to be organised, they need to be able to make sound decisions, to plan the mission and to lead in order to fulfil the plan. Though not every member of the team needs to have the same skills, it is very helpful if everyone in the team has a basic understanding of the capabilities needed. In order to assist during large scale catastrophes it might be necessary to draw on volunteers in order to get as many cultural heritage items as possible out of harm's way. If that is the case, the CHRT should also be able to guide these volunteers, even teach and train them on a short-hand notice in order to give these volunteers the basic skills necessary for handling and treating cultural heritage items.

The CHRT should have the capacities to assess the situation which led to its deployment and which damaged the cultural heritage in the first place, or is likely to do so in the near future. It is important that the assessment of the situation is not only focused on the past and presence, but also includes the future and tries to envision how the current situation could develop in the near future and which consequences each development has for the current situation, the safety of the personnel and the status of the cultural heritage.

The major point of the CHRT however is the assessment of its core item, the cultural heritage itself. The CHRT has to be able to distinguish the threats posed to the cultural heritage items, be it present or future, it has to be able to decide how to treat the items, how to best handle the material, how to transport the items and how to organise a storage area. In order to be able to handle all the above mentioned tasks the CHRT needs to be able to make decisions, following the strict process used by emergency responders and the military and to develop an action plan that is followed, constantly updated and if necessary amended to newly risen challenges. Developing and further honing these capabilities and capacities will be part of deliverables D.T3.1.3, the recommendations for rescuers and especially D.T3.2.2, the handbook on best transnational practices, but will also be treated in more detail below in the section on training.

5. Structure

The CHRT itself consists of generalists and specialists who are deployed to the needs identified by the relevant stakeholders and who are able to display the capabilities and capacities mentioned above as a team. A reach-back in the background of the team, not deployed but preferably permanently reachable, supports the CHRT and ensures its successful operations.

Basically a CHRT should consist of a team leader, a deputy and experts for different matters which can be adapted according to the catastrophe, the region in which the team deploys, or the damaged cultural heritage. In order to ensure that the model for CHRTs is regionally adaptable, a very simple and basic version is presented below (Fig. 3). The version can always be modified and complemented depending on the situation and the partner country's need, especially since the analysis in deliverable D.T3.1.1 showed that the single countries have different oragnisations and mechanisms in cultural heritage protection established and thus every partner needs to define the best structure and liasion for their specific country. But there is one thing that needs to be heeded always, regardless of the specific situation in the single partner countries:

> **There is always a team leader who is in charge of the whole team. The deputy and the different experts contribute their special knowledge in order to ensure the best handling of the situation, but the team leader is always in command. Split command hinders procedures in an emergency and is not to be recommended.**[8]
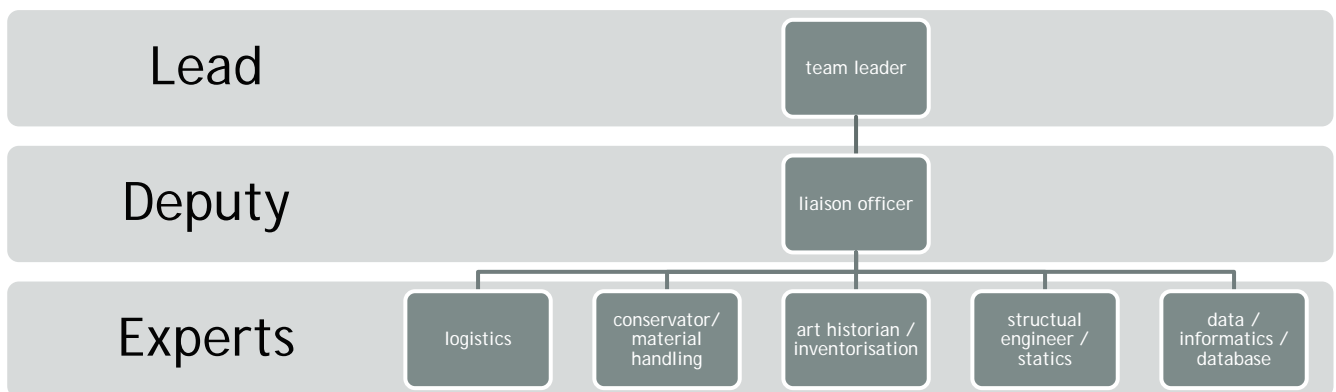

Fig. 3: Possible structure of a CHRT.

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[8] BMI, Richtlinie für das Führen im Katastropheneinsatz, 2007.

The **team leader**'s sole responsibility has already been mentioned. He or she is also in charge of reporting to the back office, the stakeholders and especially the entitiy authorising and coordinating the CHRT, which will be different in every partner country. The team leader is responsible for communication with the outside and for communication within the CHRT, though all the team members report to the leader. He or she is responsible for every action taken, for utilising the liasion officer for official communication with the emergency responders and the cultural heritage holders, he or she can delegate as necessary and as he or she sees fit. It is not necessary that the team leader has the combined expertise of all the experts in the team, but he or she needs to know the basics of the single topics, as should everyone else in the team in order to be able to work together and to ensure the best results for the cultural heritage in question. The team leader needs to display a huge capacity of management and coordination as well as security. He or she needs to be able to decide, to plan, to lead, to delegate if necessary and to hold the team together. He or she needs to permanently have a grasp of the whole situation and in order to coordinate the team's work and to dock on both the cultural heritage and the emergency responders sides, he or she needs to understand the decision making process of the emergency responders in detail, since they are used to working under pressure and are not likely to change their well-tried and highly functional system.

In the presented version the **deputy** is also the liaison officer, but the deputy can be anyone else in the team who basically has the same skills as the team leader, since someone has to be able to take over or lead the team if the team leader is not present. In general it seems prudent to have the possibilty to replace the special knowledge of the single team members by other members of the CHRT, since deployments and catastrophes might last longer than just a few days and it might be necessary that the teams are available 24/7. The **liaison officer** is the one responsible for communicating with all the involved sides – the cultural heritage instutitions and the emergency responders, be they civilian or military. Therefore he or she needs to display an in-depth understanding of both the needs and the possibilities of cooperation of both sides. Especially a deep knowledge and understanding of the decision making process and the modes of operation of the emergency responders is highly recommended.

The different **experts** themselves should in combination display all the necessary skills for the emergency treatment of cultural heritage in the specific disasterous situation and the specific region they are deployed into: **documenting, handling, packing, moving, storing**. The cultural heritage in question needs to be assessed and all the necessary information needs to be recorded. There needs to be an expert on material handling, preferably a conservator, who can make sure that the damaged materials are not damaged any further and who can also supervise and coordinate the packing of material that needs to be moved. Moving cultural heritage is part of the logistics' experts dimension, as well as locating a safe temporary storage site in collaboration with the conservator and organising the storage site in a way that all the items brought to the site can be easily identified and located. Two versions of organising a temporary storage site are presented below: The first version is to make a grid on the floor. In the picture below (fig. 4) the grid is made by adhesive tape. During the training exercise TRITOLIA18 each rectangular section was meant for cultural heritage from one building complex on the training site. The sections were subdivided in order to make the exact location of the recoverd good inside the storage site possible. More detailed information and explanation from Cristina Collettini from the Italian Minstry for Culture and Tourism (MIBACT) is to be found on the video documentation of the exercise.[9]

Fig. 4: Store house grid created by adhesive tape on the floor.[10]

During an exercise with the local fire brigades in Schruns, Austria, the students in the Master's Programme Cultural Property Protection at Danube University Krems decided to use the nearby church as refuge for the recovered pieces of cultural heritage. They used the church benches to create a similar system of placement for the recovered items which also ensured the possibility for relocating the items in the temporary store house in the church. The grid code was marked by small parts of adhesive tape with letters and numbers written onto them (fix. 5).

Fig. 5: Church benches used as pre-existing system for sorted storage of recoverd cultural heritage items.[11]

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[10] DBU/Schramm, 2018.
[11] DBU/Kaiser, 2019.

Through all the steps taken the cultural heritage needs to be inventorised, the CHRT always needs to know which item is where in the chain of relocation.

In order to facilitate the work of the CHRT on the ground a **back office or reach back organisation** might be a highly valuable support, especially if the deployment lasts for more than a few days (fig. 6). On a national level the reach back could be the single organisations to which the members of the CHRT belong; colleagues could supply further information if needed, the institutions themselves could support with further personnal, equipment, research and practical skills if needed. The back reach could also include special knowledge that is not present in the CHRT itself. On a national level the reach back might be described as professional network of the single members of the CHRT, displaying the same expertise as their colleagues in the CHRT and special knowledge that is not included in the CHRT itself. During operations it might be useful to have the possibility to reach the back office 24/7. If a fully developed home base operation centre exists it would be highly recommendable that only one person from the CHRT (the team leader or the deputy) contacts the home base with requests and questions in order to make sure that the same request is not made multiple times and that the same question is only asked once. If the back up is a rather loose network of the institutions of the CHRT's members and their professional network, it is highly recommendable that the single team members coordinate and let each other, but especially the team leader, know which expertise they could request and which help they could organise in order to ensure that something that is needed only once is not requested by five different team members from the five different organisation they come from. Thus internal coordination and communication management is one of the key competences of the team leader and the deputy.
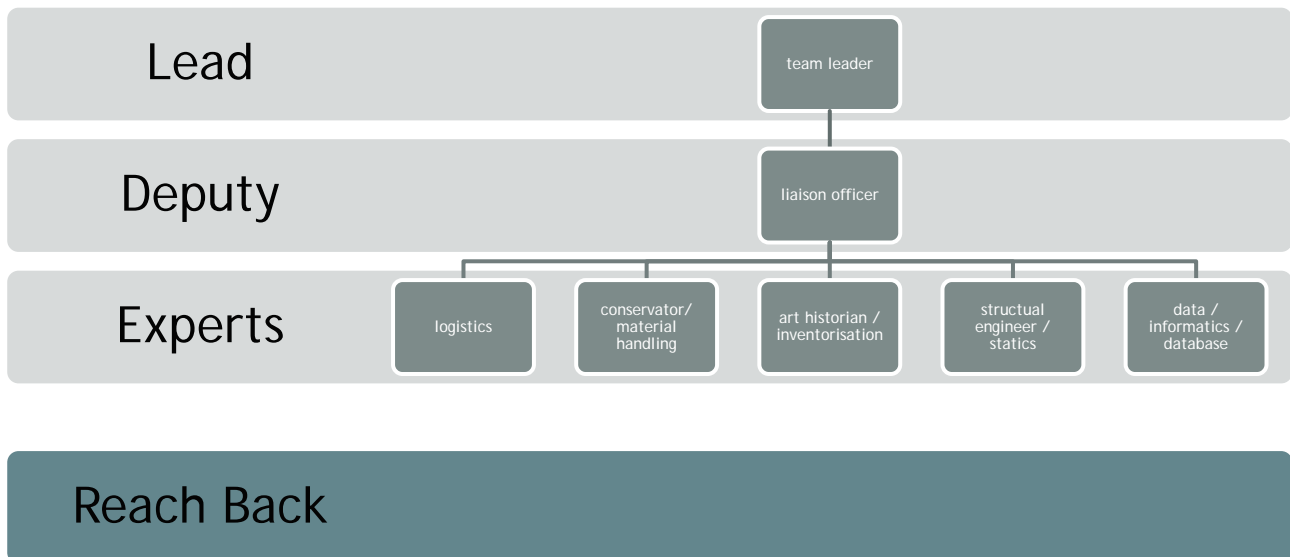

Fig. 6: Possible structure of a CHRT combined with a reach back structure.

6. Equipment

The equipment listed below is basically twofold: There is the **personal equipment of the CHRT team members** contributing to their safety and making sure they can work in every circumstance and there is the **material needed for the recovery and treatment of the affected cultural heritage**. The latter is likely to change depending on the case of emergency and the material affected. Therefore only those items that might be of use during any catastrophe are listed. There is also the question on where to store the equipment. Each partner country has to define its own possibilities following its specific situation in cultural heritage protection. One possibility is to store the equipment centrally, which might be recommended if the CHRT is linked to an already existing emergency structure like for example civil protection. Another possibility is to store the material with the local fire brigades if the CHRT is established on local level. A third possibility might be that each team member has an organization in the background that supplies certain materials during emergencies and that the single team members bring "their" equipment when deployed. Storage should be in ruggedized boxes in order to enable a quick transfer and use if necessary. Concerning the personal equipment it is highly recommended that each team member is responsible for his or her equipment. The lists below are not exhaustive and designed to give a first idea of material needed in a CHRT.

Personal equipment

- Boots with steel toe and steel shank
- Helmet with integrated light or head torch
- Gloves
- Waterproof jacket, preferably high-visibility
- Identifiable vest with team name, preferably high-visibility
- ID card
- First aid kit
- Eye protection
- Ear protection
- Face mask
- Harness
- Backpack
- Knife / pliers
- Whistle
- Rescue beacon

Team equipment

- Communication means (walkie talkies, radio)
- Base office materials (notebooks, pens, paper, ruler, colour chart, measuring tape, highlighters, scissors, adhesive tape, etc.)
- Maps and plans (on request)
- Tablets / laptop
- Camera
- Ropes

Technical equipment

- Boxes and storage equipment
- Packaging and protection systems
- Packing material
- Labels
- Emergency inventory forms
- Basic hand tools
- Vehicle
- Lights / torches
- Restoration equipment
- Cameras
- Generator

7. Training

In order to function during calamitous events the CHRT should be a **well organised body in which the single members know each other, know about the expertise and the modes of operation of the single team members as well as about certain peculiarties**. Training together is not only necessary for aquiring more proficiency and expertise in cultural heritage related tasks, but also for knowing how the team functions and thus enabling a successful deployment at all. **Training of the individual members is as important as training as a team.** The following modular structure is aimed at being adaptable in all partner countries, no matter on which level the CHRT will be implemented and no matter how well or scarce cultural heritage protection measures are already in place. Basically training should be available for the individual team members, the whole team in order to make it a functioning entity and the specialist functions in the team. Annual refresher trainings might be offered as live-exercises bringing together the different sides of cultural heritage protection and the CHRT and thus make the very best of the exercise for everyone involved. Training for individuals should at least consist of basic knowledge on health, safety and security during operations and first aid in general. The team members need to be able to handle the equipment correctly and to connect to the other entities around by different communication media, most likely radios or walkie talkies. They need to understand the decision making process the first responders work with and how to best integrate their knowledge into the strict system which is made for working under high pressure and in little time. And of course they all need to be proficient in working with the CHRT's core material, threatened or damaged cultural heritage. This includes the documentation, handling, packing, moving and storing of cultural heritage. Emergency inventories, how to treat which material, how to pack and move it without causing (more) damage are topics deliverables D.T3.1.3 and D.T3.2.2 relate to in more detail. Two possibilities of storing cultural heritage in a temporary depot have already been outlined above. In addition to these tasks every member of the team should be able to carry out actively, there are a few topics the members have at least to understand: command and control issues in order to make the team leadable and functionable, public relation and media issues, logistics and the legal framework in which the CHRT operates, which will be different in every single country. These issues can be taught and trained on-site or off-site, meaning that some of the topics need a hands-on-approach and are best dealt with on a cultural heritage site with dummy objects (documenting, handling, packing, moving, storing, equipment training), while some of the others can be taught in a class room or even on-line (command and control, PR awareness, logistics, legal issues, health and safety), whereas first aid can be taught anywhere as long as it is done practically.

CHRT basic course individual team member

- Health and safety
- First aid
- Equipment training
- Communication / radio procedures
- Decision making process
- Working practice in the CHRT:
    o Documenting cultural heritage
    o Handling cultural heritage
    o Packing cultural heritage
    o Moving cultural heritage
    o Storing cultural heritage

In addition the team members should understand

- Command and control
- PR awareness
- Logistics
- Legal issues

Off-site and on-site training.

The next step is scheduled to make the single members of the CHRT work together as one team. Therefore all the above mentioned capabilities and capacities need to be honed and carried out in synchronisation by the team. This could best be done in a scenrio based training where every team member has to take his or her role and fulfill his or her special tasks.

CHRT basic course team

- First aid
- Casualty extraction
- Equipment training
- Documenting cultural heritage
- Handling cultural heritage
- Packing cultural heritage
- Moving cultural heritage
- Storing cultural heritage

Scenario based training.

Following the basic course for the CHRT after which the team should be functional, the next step in line would be a table-top or live-exercise bringing together the CHRT, the responsible personnel from the cultural heritage side and the most likely first responders, in most cases and countries the local fire brigades, as highlighted in deliverable D.T3.1.1. The scenarios and exercises can be developed in more and less demanding versions. They should always give everyone involved the possibility to present their mode of operation and develop a certain way of best procedure when cooperating.

One training possibility developed by ProteCHt2save is a **video game in which the player has to build up his or her own CHRT**, choose the expertise the team members should display and manage a flooding situation in Prague which threatens movable and immovable cultural heritage. This video game is a first step towards on-line and off-site individual training possibilities in order to assure functional CHRTs in the partner countries.

Games are naturally effective learning platforms because they align with the principles of andragogy: how adults learn. Adults like to learn experientially, by problem-solving and performing tasks; they also prefer methods of learning in which they have a degree of latitude in exploring a new topic, and can evaluate their own progress.[12] Games have been found to be an exponentially more effective platform for training, when compared to Computer-Based Training (CBT),[13] and classroom instruction with simulator practice.[14]

CHRT: Vltava Rising, takes advantage of this natural alignment of games and andragogy, to create a cognitive space where people can learn more about cultural heritage protection best practices. It is a mobile game that will be released for iOS and Android, and is designed in such a way as to appeal to a broad audience including first responders, government officials, cultural heritage professionals, and citizens-at-large. The game play, game mechanics, and narrative is firmly rooted in concrete learning objectives that have been created from cultural heritage protection documents and handbooks such as ProteCHt2save documents D.T1.3.1 (Manual for Cultural Heritage Managers) and D.T2.2.1 (Manual of Good and Bad Practices for Disaster Resilience), in addition to UNESCO's *Endangered Heritage: Emergency Evacuation of Heritage Collections.*[15] To learn more about the game design and development, and more about the design of serious games in general, go to www.VltavaRising.com.

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