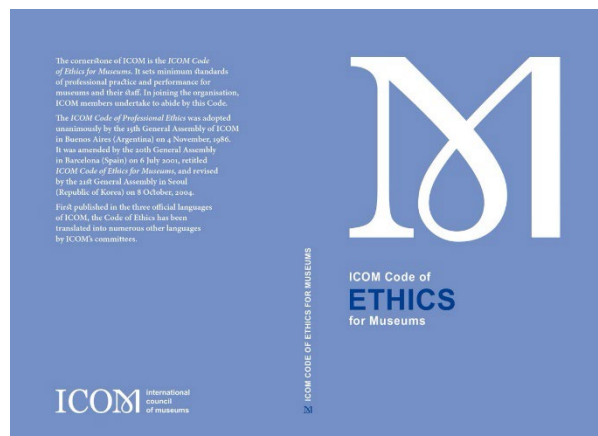


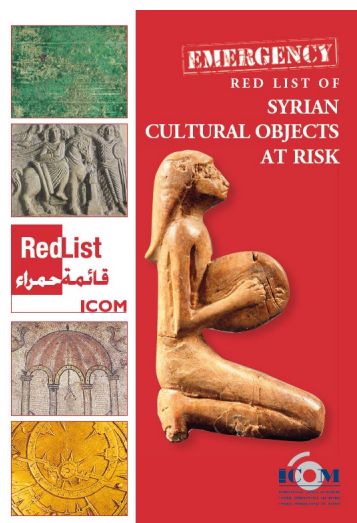


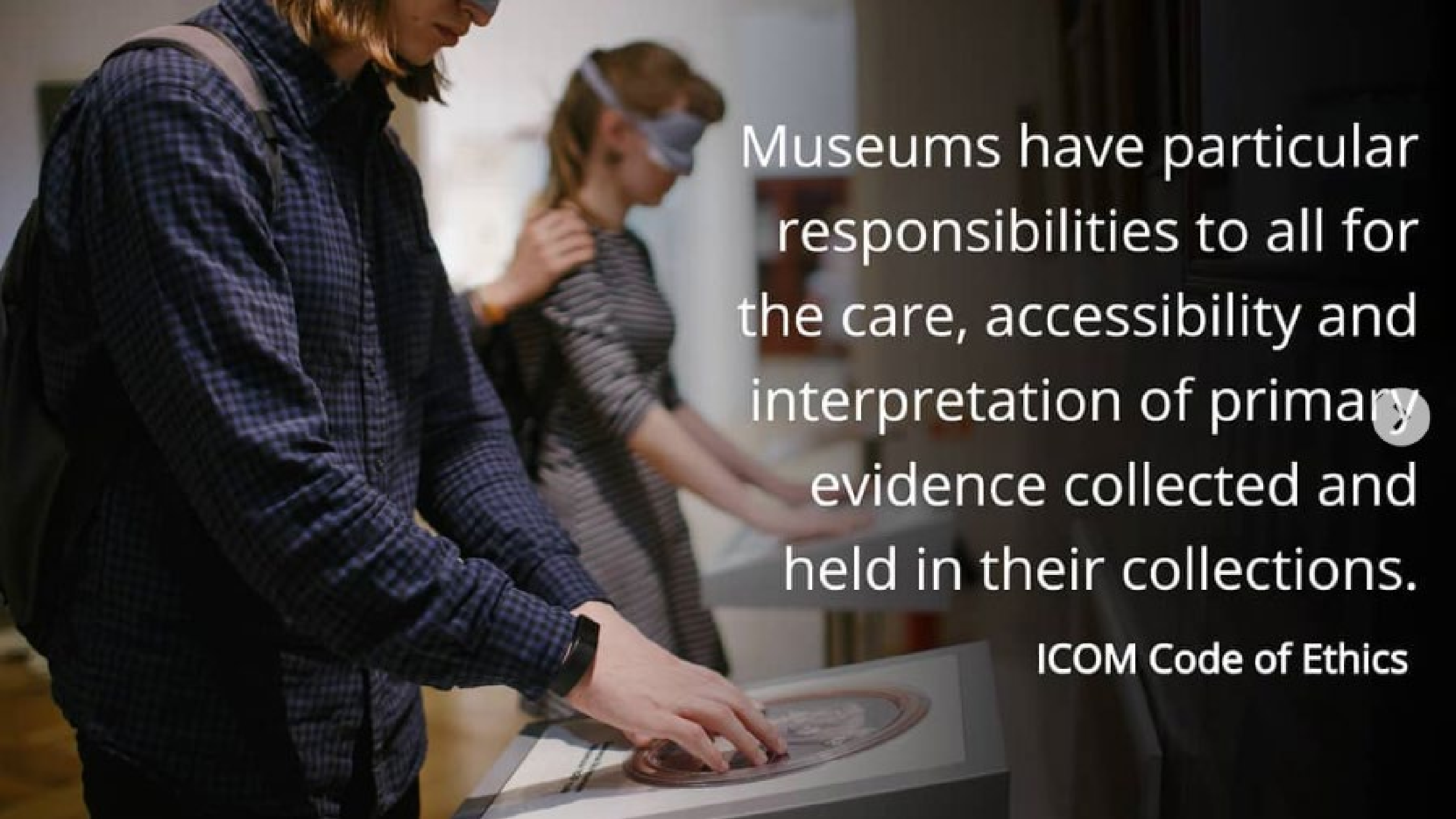
Be prepared.
**Emergency management in museums in the
context of armed conflict and climate change.**

Mag. Elke Kellner, Managing Director, ICOM Austria



ICOM international
council
of museums





Museums have particular responsibilities to all for the care, accessibility and interpretation of primary evidence collected and held in their collections.

ICOM Code of Ethics

plundering
activism
fire
cyber attack
military attack
pests
mold
terrorist attack
climate
theft
earthquake

DANGERS FOR



CULTURAL HERITAGE



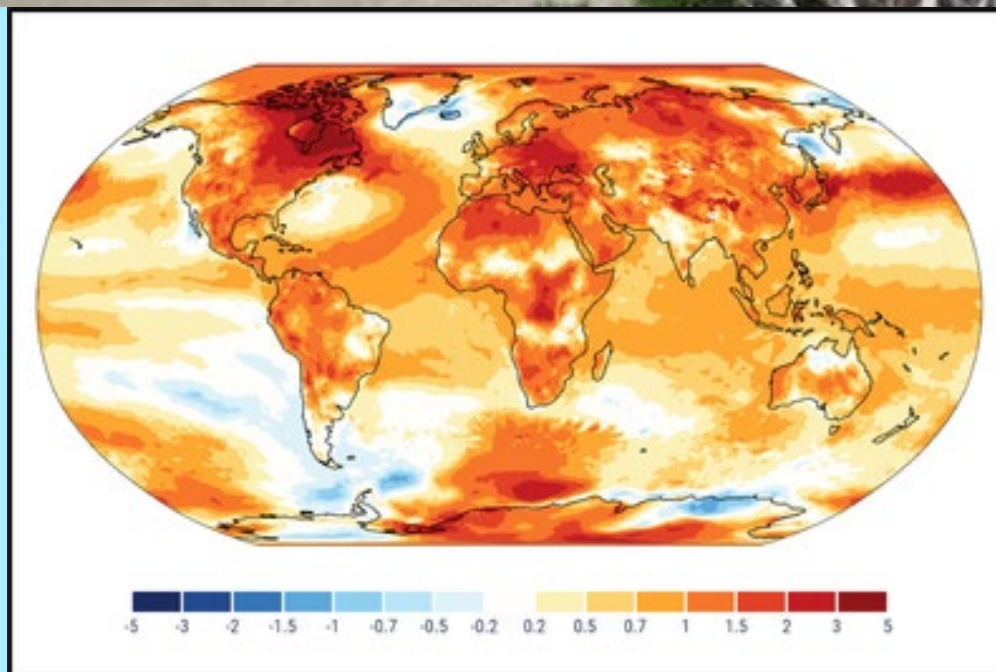
natural disaster
extreme weather
collaps
technical problems
flooding
neglect



The main threads for museums:

- Climate Change / Extreme Weather Events
- Technical defects / Neglect
- Crime: Theft/Robbery/Vandalism
- Armed Conflict/Terrorism

Extrem-weather and
flooding are **twice as likely**
due to climate change





Fire at Notre Dame, Paris, 2019



Flooding due to a burst water pipe, Hofburg Vienna, December 2023



INTERPOL

19 October 2025

MAJOR THEFT FROM THE LOUVRE MUSEUM'S APOLLON GALLERY IN PARIS, FRANCE

9 Priceless Royal Jewels from the First and Second French Empires

1 item recovered, 8 still missing

If you have any information about the theft or current location of these objects, please contact:



INTERPOL General Secretariat
(Lyon, France)

WWW.INTERPOL.INT



Empress Eugenie's Diamond Bow Brooch
Second French Empire
Ref.: 2025/359.3



Diadem of Empress Eugénie
Second French Empire
Ref.: 2025/359.8



Emerald Earrings from Marie-Louise's Parure
First French Empire
Ref.: 2025/359.6



Emerald Necklace from Marie-Louise's Parure
First French Empire
Ref.: 2025/359.4



Sapphire Earrings of Queens Marie-Amélie and Hortense
First French Empire
Ref.: 2025/359.7



Sapphire Necklace of Queens Marie-Amélie and Hortense
First French Empire
Ref.: 2025/359.2



Sapphire Diadem of Queens Marie-Amélie and Hortense
First French Empire
Ref.: 2025/359.1



Reliquary Brooch
Second French Empire
Ref.: 2025/359.5

19. Oktober 2025, Robbery in the Louvre, Paris



National Gallery, London, Oktober 2022. Photo: Imago/Just Stop Oil

Heritage in Armed Conflict / War

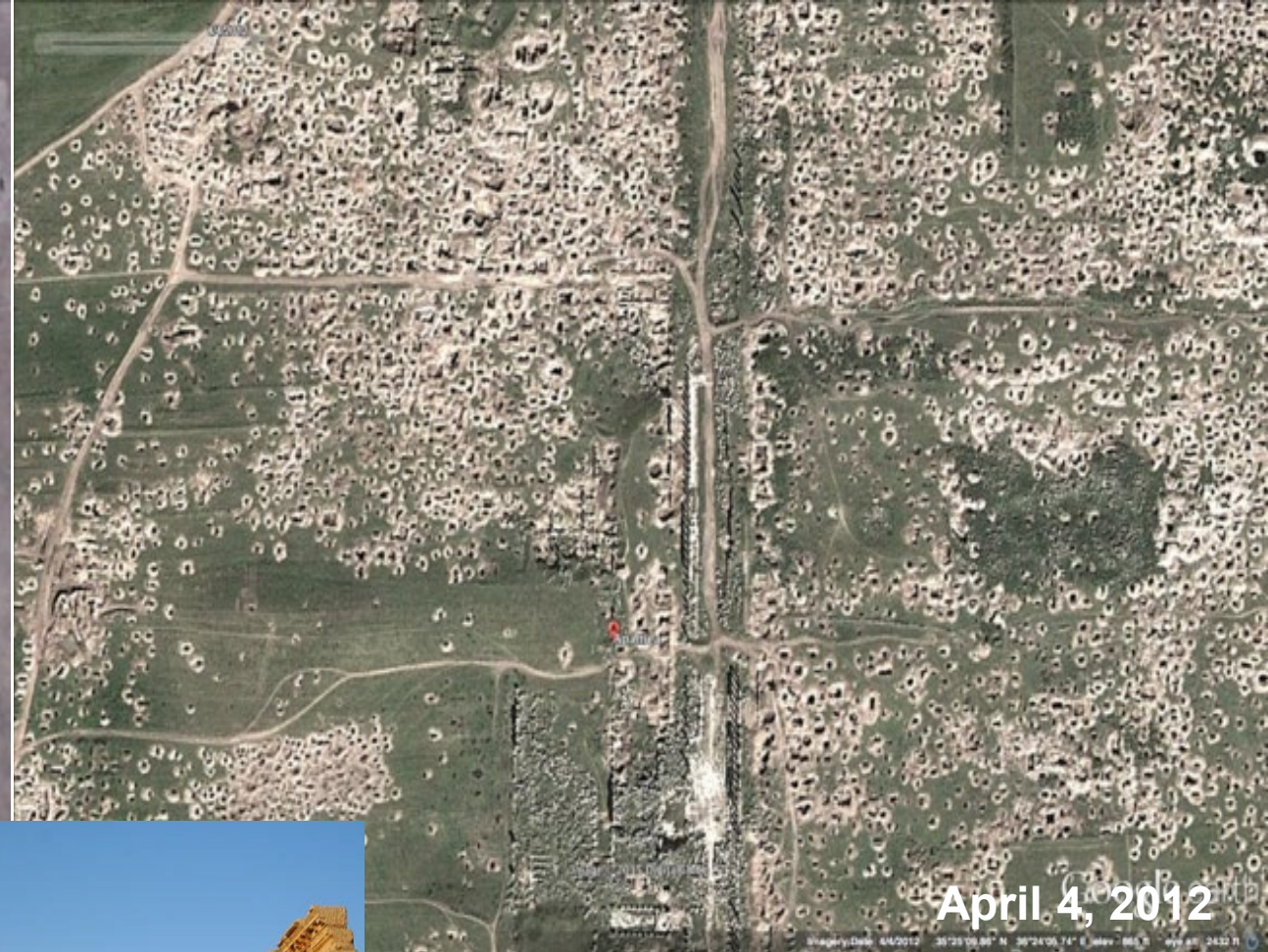
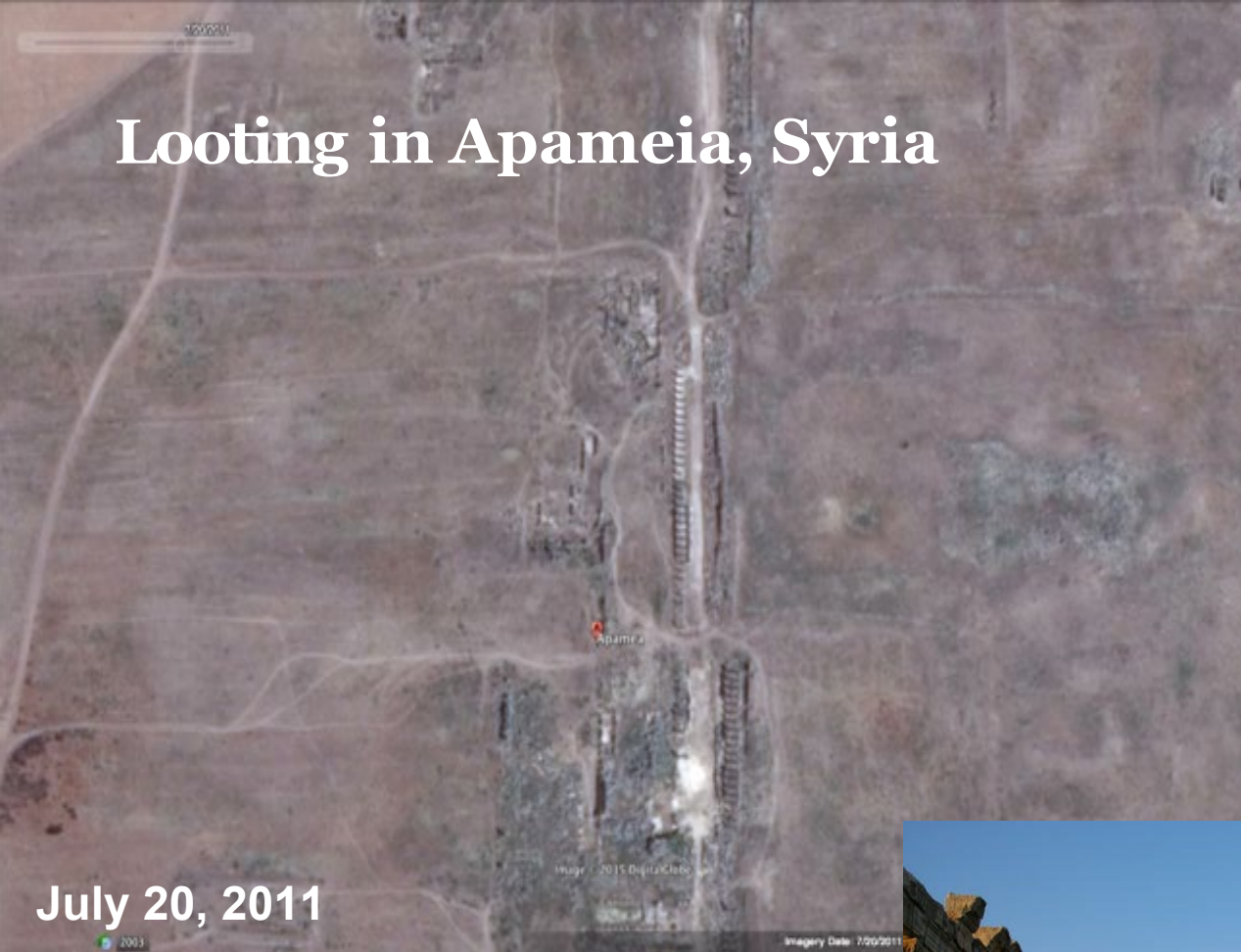


ICOM expresses its alarm over recent military actions that continue to cause humanitarian harm and pose serious threats to cultural heritage, both tangible and intangible. Recent media coverage has underscored the sharp escalation in damage to cultural heritage across multiple conflict areas. In recent weeks, hundreds of cultural sites in **Iran, Palestine, Israel, Sudan, Lebanon and Ukraine** have been harmed or destroyed. These damages represent an immeasurable loss in terms of cultural knowledge and require a coordinated and urgent response at the international level.

**Destruction of the Buddha-Statues in Bamiyan, Afghanistan,
2001**



Looting in Apameia, Syria



Destruction of the Bel Tempel, Palmyra, Syria, 2016



Iran – Damages to heritage sites 2026

Sa'dabad Cultural and Historical Complex in
Tehran. REUTERS/Alaa A-Marjani



Golestan Palace in Tehran.
REUTERS/Alaa Al-Marjani

Plundering of the Sudan National Museum,
Khartum 2025



Russian Invasion of Ukraine (since 2022)



Damaged cultural sites in Ukraine verified by UNESCO

As of **10 June 2026**, there are **536 cultural sites**
that have been verified as damaged

154 religious sites,
280 buildings of historical and/or artistic interest,
41 museums,
33 monuments,
22 libraries,
5 archaeological sites,
1 archive



Plundering of the Cherson Art Museum & Museum for Local History Cherson, Ukraine 2022

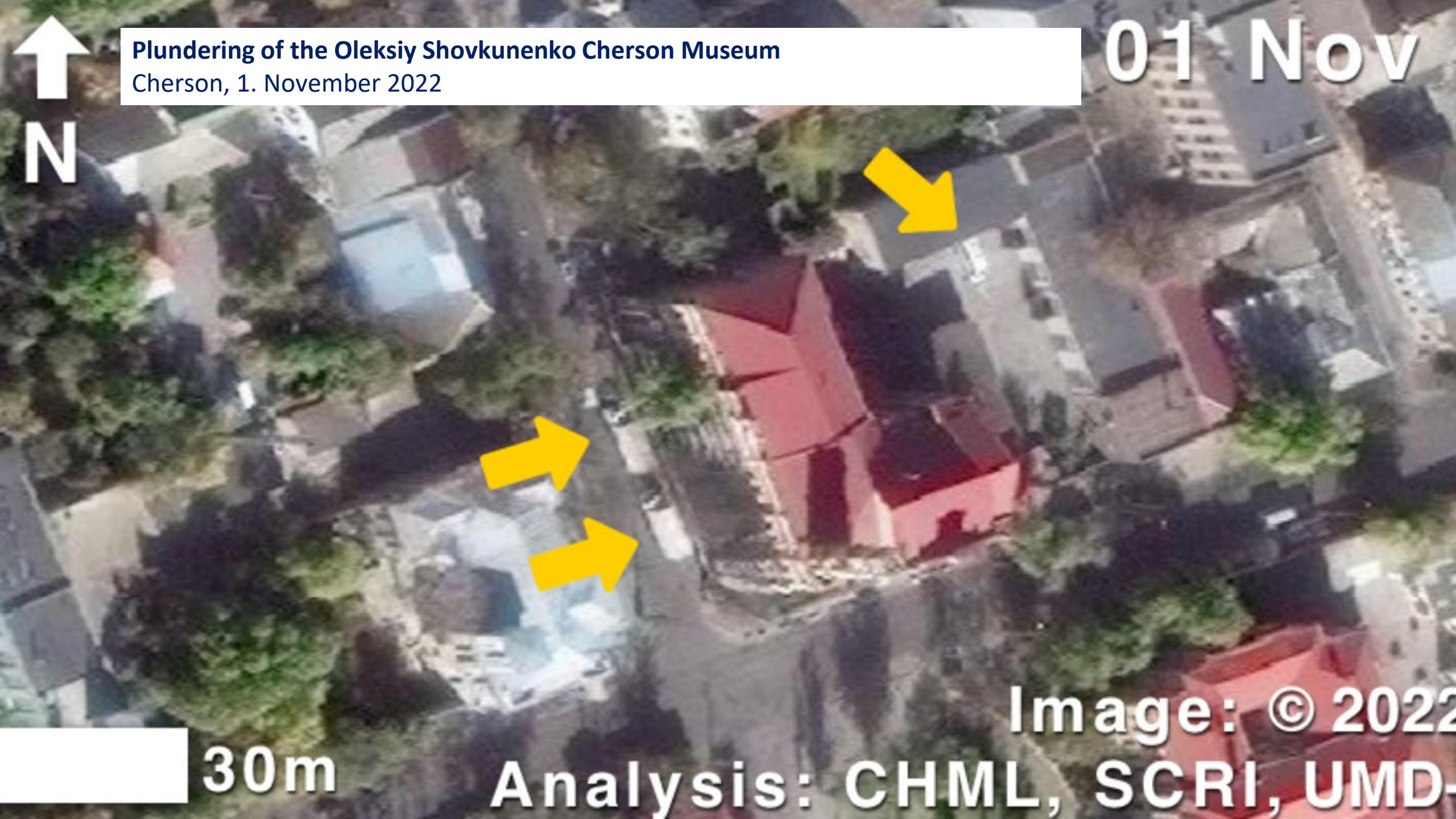


<https://kyivindependent.com/national/empty-kherson-art-museum-in-despair-after-entire-collection-stolen-by-russia>



Photo: Museum Simferopol, Krim / Facebook





Plundering of the Oleksiy Shovkunenko Cherson Museum
Cherson, 1. November 2022

01 Nov

30m

Image: © 2022
Analysis: CHML, SCRI, UMD-

Museums, culture, and
international cooperation
have a role to play in
building **lasting peace**
among nations.

#standwithukraine



The Museum Community
can help:

ICOM Austria - Emergency
Transports for Museums in
Ukraine

Transport 01 / Spring 2022

Transport 02 / Spring 2023

Transport 03 / Winter 2023/2024





Ukraine gets its first National Team of Cultural First Aiders to support Cultural Recovery

Fighting Illicit Traffic in Cultural Objects

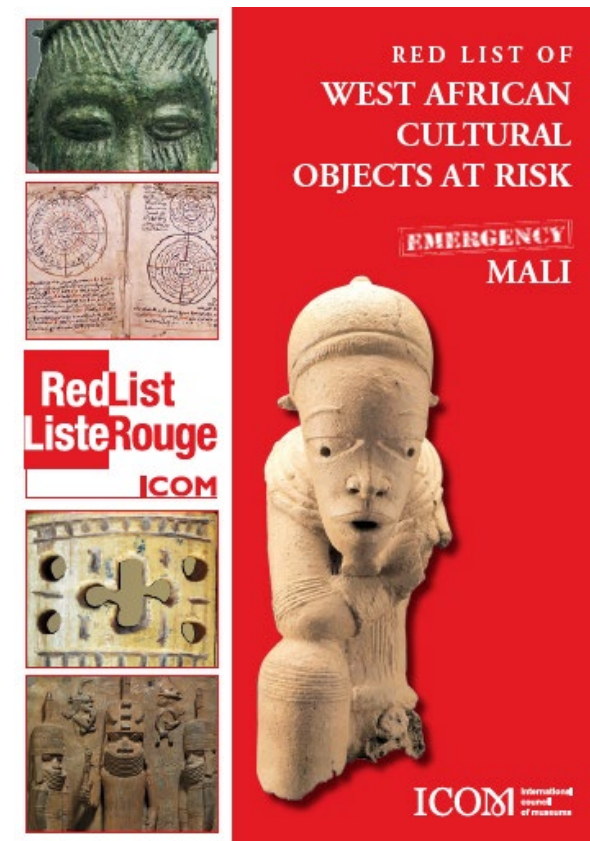
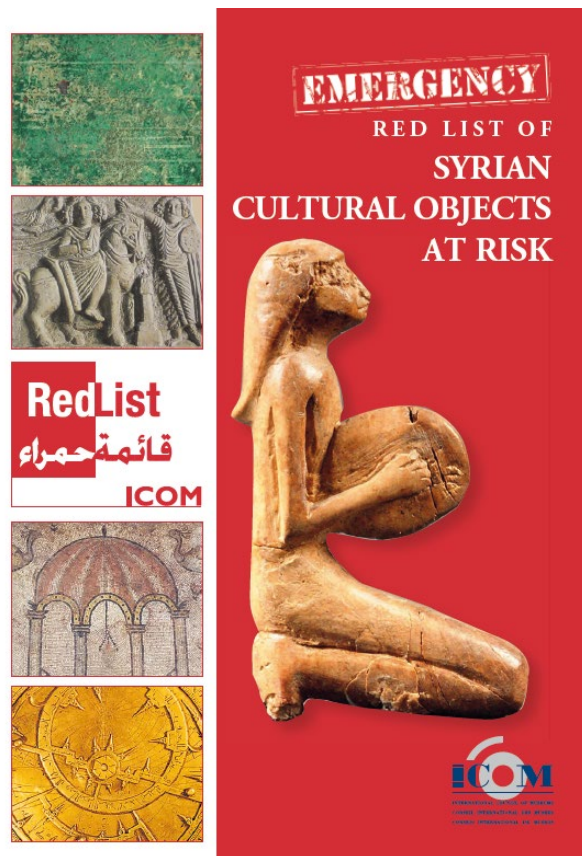


Museums have particular responsibilities to all for the care, accessibility and interpretation of primary evidence collected and held in their collections.

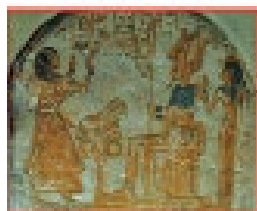
ICOM Code of Ethics



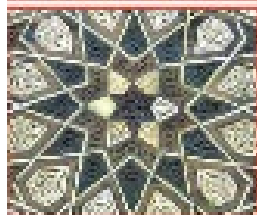
ICOM Red lists of cultural objects at risk



<https://icom.museum/en/our-actions/heritage-protection/red-lists/>
<https://icom.museum/en/resources/red-lists/>



RedList
قائمة حمراء
ICOM



EMERGENCY
RED LIST OF EGYPTIAN CULTURAL OBJECTS AT RISK

ICOM International Council of Museums

EMERGENCY RED LIST OF EGYPTIAN CULTURAL OBJECTS AT RISK

Vessels and containers

Ceramics: Bowls and jars, may be painted and/or incised with figural or geometric designs. (illus. 7-8)
Stone: Canopic jars, vases, bowls and flasks, made from calcite, alabaster, limestone, greywacke and hyalite. (illus. 9)



7. Pottery bowl with incised geometric decoration. Luxor (Thebes) (Polak), ca. 1800 - 1700 B.C., 14 x 10 cm.
© Egyptian Museum, Cairo / Museum Berlin



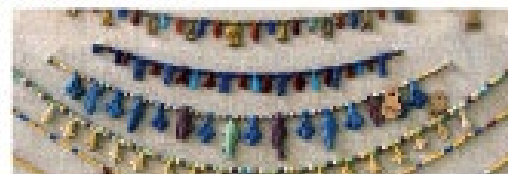
8. Polychrome stone canopic jars. Luxor (Thebes) (Polak), ca. 1800 - 1700 B.C., 14 x 10 cm.
© Egyptian Museum, Cairo / Museum Berlin

Daily life

Mixed materials: Nets or necklaces with beads or amulets of faience (glazed ceramic), semi-precious stones, silver and gold, with cloisonné inlay. (illus. 10-11)



10. Beads and amulets of faience, silver and gold. Luxor (Thebes) (Polak), ca. 1800 - 1700 B.C., 14 x 10 cm.
© Egyptian Museum, Cairo / Museum Berlin



11. Gold, silver and semi-precious stones. Luxor (Thebes) (Polak), ca. 1800 - 1700 B.C., 14 x 10 cm.
© Egyptian Museum, Cairo / Museum Berlin

Wood and stone: Objects for daily use, including headrests, tables, chairs, stools, cupboards, lamps, etc. (illus. 12)



12. Incised wooden headrest of a woman. Luxor (Thebes) (Polak), ca. 1800 - 1700 B.C., 14 x 10 cm.
© Egyptian Museum, Cairo / Museum Berlin

Funerary elements

Wood: Wooden objects for religious or ceremonial use representing models of boats and depicting people at work (travellers, butchers, musicians), offering bearers, workshops and other daily scenes. (illus. 13)

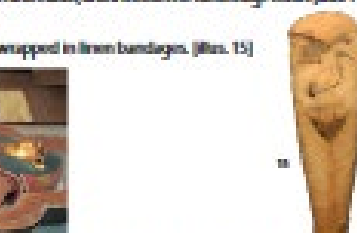
13. Painted wooden model of a boat with twelve crew members. Luxor (Thebes) (Polak), ca. 1800 - 1700 B.C., 14 x 10 cm.
© Egyptian Museum, Cairo / Museum Berlin



Human remains and associated objects: Human mummies or mummy parts, may be wrapped in bandages, sometimes with a cartonnage (paper mâché) decoration and masks, and a wooden or cartonnage coffin. (illus. 14)



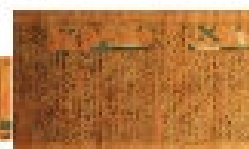
14. Mummy of a woman, daughter of a high official, with gilded mask. Luxor (Thebes) (Polak), ca. 1800 - 1700 B.C., 14 x 10 cm.
© Egyptian Museum, Cairo / Museum Berlin



15. Mummy of a woman, daughter of a high official, with gilded mask. Luxor (Thebes) (Polak), ca. 1800 - 1700 B.C., 14 x 10 cm.
© Egyptian Museum, Cairo / Museum Berlin

Papyrus: Religious or ceremonial texts, usually illustrated. (illus. 16)

16. Scroll of a book of the dead of a high official. Luxor (Thebes) (Polak), ca. 1800 - 1700 B.C., 14 x 10 cm.
© Egyptian Museum, Cairo / Museum Berlin



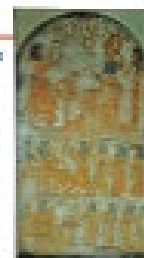
Architectural elements

Painted and/or carved stone: stela or blocks of wall-decoration representing moments from daily life or special occasions. (illus. 17-18)

17. Stela of a woman, daughter of a high official. Luxor (Thebes) (Polak), ca. 1800 - 1700 B.C., 14 x 10 cm.
© Egyptian Museum, Cairo / Museum Berlin



18. Painted stela of a woman, daughter of a high official. Luxor (Thebes) (Polak), ca. 1800 - 1700 B.C., 14 x 10 cm.
© Egyptian Museum, Cairo / Museum Berlin



The **OSCE Heritage Crime Task Force** is a multidisciplinary international expert team created to disrupt the illicit trafficking of cultural property, antiquities, and art. It investigates the deep ties between heritage looting, organized crime, terrorism financing, and money laundering across the 57 OSCE participating states.



HERITAGE CRIME TASK FORCE

<https://tntd.osce.org/project/combating-illicit-cross-border-trafficking-in-cultural-property-in-the-OSCE-area>



DESCRIBE & DOCUMENT

Object Identification (Object ID) is an internationally recognized documentation standard conceived to identify and record cultural goods.

In case of theft, the information gathered and recorded using the Object ID norm can be checked against other databases of stolen artefacts, for example, the INTERPOL database of stolen works of art. Object ID was created as a practical tool for facilitating the recovery of stolen cultural goods and is now internationally recognised as a necessary and effective tool when inventorying a collection.

<https://icom.museum/en/resources/standards-guidelines/objectid/>

https://icom.museum/wp-content/uploads/2020/12/ObjectID_english.pdf

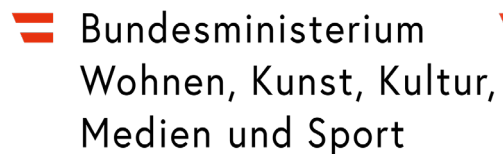
Emergency Plan?!





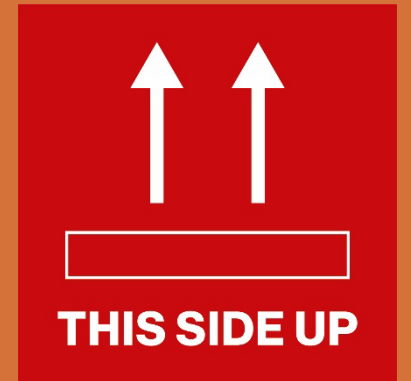
Emergency Management in Museums and Cultural Heritage Institutions

Mag. Elke Kellner, ICOM Austria (Editor)





NOTFALL- MANAGEMENT IN MUSEEN UND KULTURERBE- INSTITUTIONEN



Elke Kellner (Hg.)

Editorial-Team:

Mag.a Nicole Gruber, Österreichisches Bundesheer/Landesverteidigungsakademie

Mag.a Christoph Hütterer, Bundesdenkmalamt

Mag.a Elke Kellner, ICOM Österreich

Mag.a Hannah Leodolter, Bundesministerium für Wohnen, Kunst, Kultur, Medien und Sport

Florian Meixner, MA, Österreichische UNESCO-Kommission

Anna Puhr, MA, Österreichisches Nationalkomitee Blue Shield

Experts:

Ass.-Prof. Mag. Dr. Anna Kaiser, Universität für Weiterbildung Krems

Mag. Andreas Obernosterer-Rupprecht, MSc

Mag. Susanne Schneeweiss, Notfallverbund österreichischer Museen, Archive und Bibliotheken

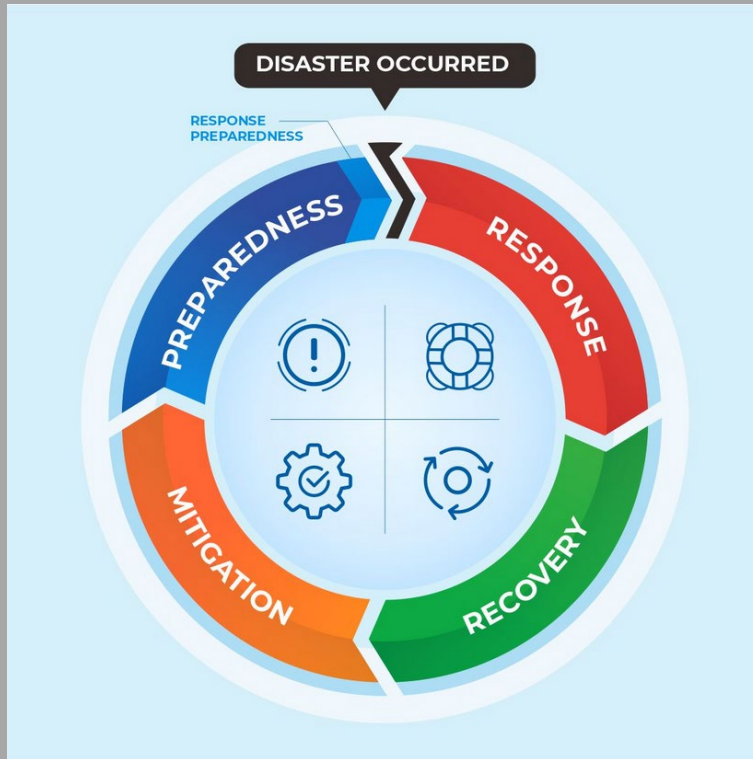
Peter Tampier, MSc, MAK – Museum für angewandte Kunst

Univ.-Ass. Mag. Martina Haselberger, Universität für angewandte Kunst Wien

Carina Korab, MA, ARC – Austrian Registrars Committee

PERPARE – PROTECT - PREVENT

The best protection is prevention!



Preparedness

VORBEREITUNG

Gefahren für Kulturgut unterscheiden sich in den meisten Fällen nicht von denen, die uns im Alltag umgeben: Eine lecke Wasserleitung, ein verstopfter Abfluss, ein defekter Gasboiler, veraltete Stromleitungen oder -kästen sowie vernachlässigte Wartung stellen permanente Bedrohungen dar. Staublast, schlechte Belüftung, das Ansammeln von brennbarem Material etc. sind nicht weniger gefährlich.



Emergency Plan

NOTFALLPLAN

Um auf Notfallszenarien vorbereitet zu sein, müssen Kulturerbe-Institutionen für einen solchen Ernstfall planen. Notfälle und Katastrophen können nicht immer verhindert werden – allerdings lassen sich die Auswirkungen mit guter Planung und Sicherheitsmaßnahmen weitestgehend minimieren. Dafür ist die Erstellung eines Notfallplans unerlässlich! Die Sicherheit von Personen, der Schutz der Sammlung und die Sicherheit des Gebäudes stehen dabei immer im Vordergrund!

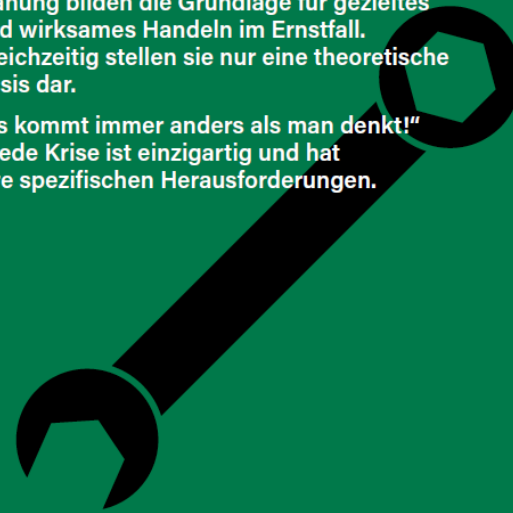


Crisis Response

KRISE & BEWÄLTIGUNG

Die Vorbereitungen im Rahmen der Notfallplanung bilden die Grundlage für gezieltes und wirksames Handeln im Ernstfall. Gleichzeitig stellen sie nur eine theoretische Basis dar.

„Es kommt immer anders als man denkt!“
– Jede Krise ist einzigartig und hat ihre spezifischen Herausforderungen.



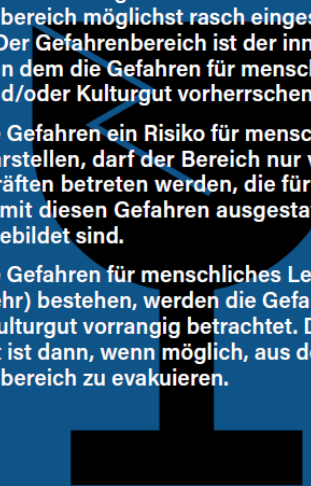
Post Event & Evaluation

POST-EVENT & EVALUIERUNG

Ist das akute Schadensereignis vorbei, so muss die aktuelle Lage im und rund um den Gefahrenbereich möglichst rasch eingeschätzt werden. Der Gefahrenbereich ist der innere Bereich, in dem die Gefahren für menschliches Leben und/oder Kulturgut vorherrschen.

Wenn die Gefahren ein Risiko für menschliches Leben darstellen, darf der Bereich nur von Einsatzkräften betreten werden, die für den Umgang mit diesen Gefahren ausgestattet und ausgebildet sind.

Wenn die Gefahren für menschliches Leben nicht (mehr) bestehen, werden die Gefahren für das Kulturgut vorrangig betrachtet. Das Kulturgut ist dann, wenn möglich, aus dem Gefahrenbereich zu evakuieren.





To be prepared for an emergency situation, cultural heritage institutions must plan accordingly.

Emergencies and disasters cannot always be prevented – however, with good planning and safety measures, the impact of such events can be reduced to a minimum. That is why it is essential to have an emergency plan!

The safety of staff and visitors, the protection of the collection and the security of the building are always our foremost priority!

✓ **9 Steps to your Emergency Plan**

1. Preparation

2. Riskanalysis

3. Priorisation

4. Cooperation with Emergency Services & Armed Forces

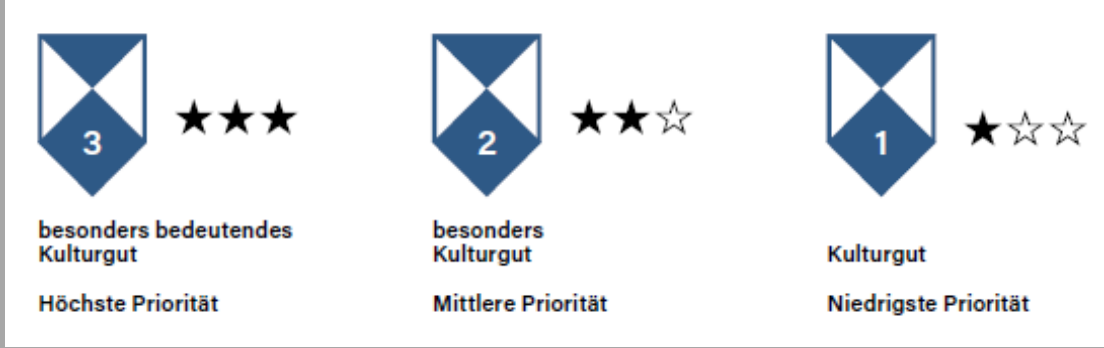
5. Emergency Supplies & Emergency Storage Facilities

6. Defining Responsibilities and Actions

7. Emergency-Plan Folders

8. Informing all Staff Members

9. Drills



RISIKOMATRIX

Wahrscheinlichkeit	Sicher					
	Wahrscheinlich					
	Möglich					
	Unwahrscheinlich					
	Selten					
		Selten	Leicht	Mittel	Schwer	Zerstörerisch
Auswirkung						

Risk assessment matrix

		Severity →				
		Negligible	Minor	Moderate	Significant	Severe
Likelihood ↑	Very Likely	Low Med	Medium	Med Hi	High	High
	Likely	Low	Low Med	Medium	Med Hi	High
	Possible	Low	Low Med	Medium	Med Hi	Med Hi
	Unlikely	Low	Low Med	Low Med	Medium	Med Hi
	Very Unlikely	Low	Low	Low Med	Medium	Medium

Risk Matrix Example

Likelihood X Severity = Risk Level



🏠 **Neugebäudeplatz 2**
Max. Wassertiefe: 0.00 m

Szenario wählen

- Restrisiko
- HQ 300
- HQ 100
- HQ 30

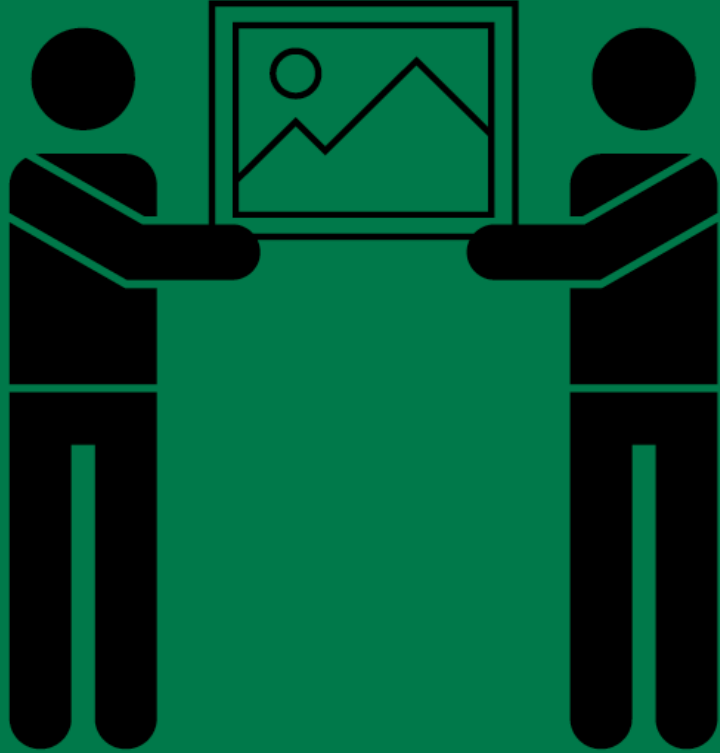
Standard

MAX

0 MAX 0 01 02:15 02 04:30 03 06:45 04 09:00

Maximale Ausbreitung

CRISIS RESPONSE



✓ What to do in an emergency

✓ Raising the alarm and crisis management

✓ Evacuation and implementation of the emergency plan

Crisis management Team & First Responders



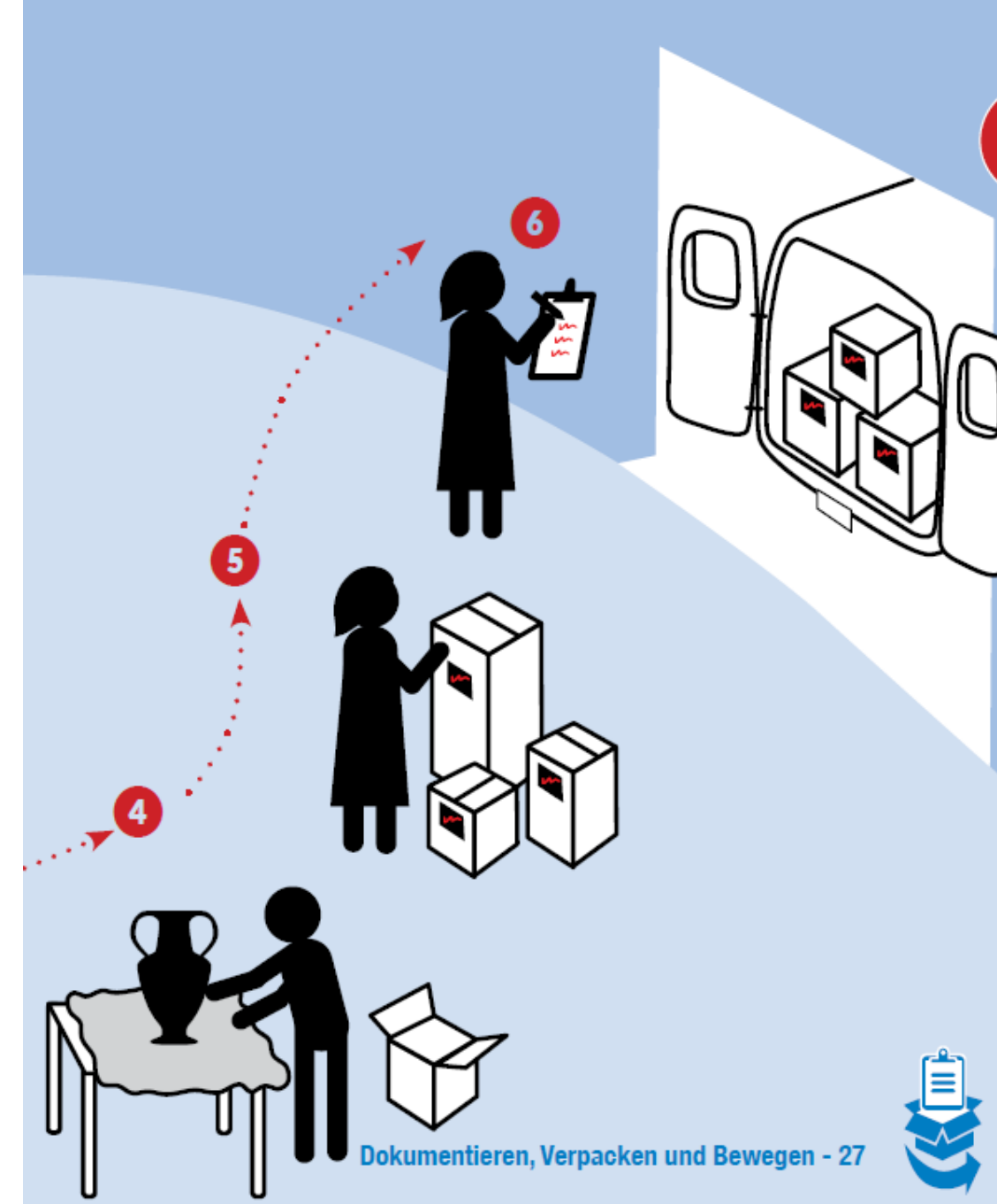
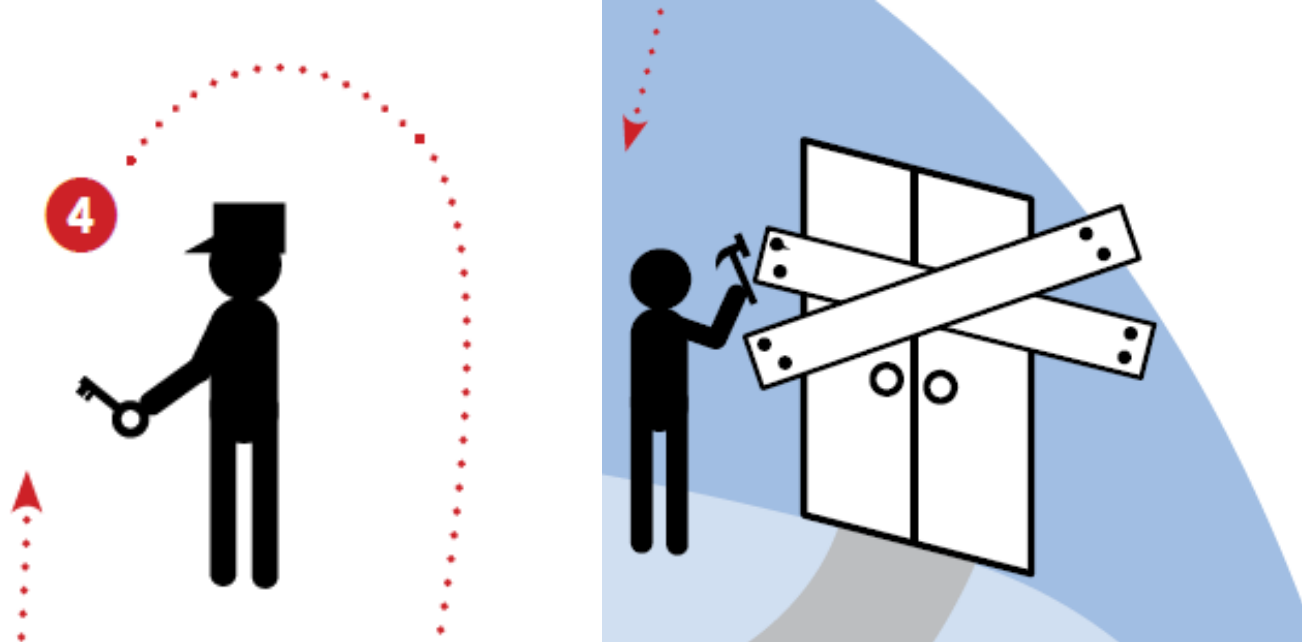
Stay Calm & Stay Safe!!!

Security measures:

- On-site structural protective measures / building security
- Start emergency evacuation of movable cultural property

Prepare:

- Maintaining and securely storing inventory lists
- Planning emergency measures
- Exercises for implementing the emergency plan



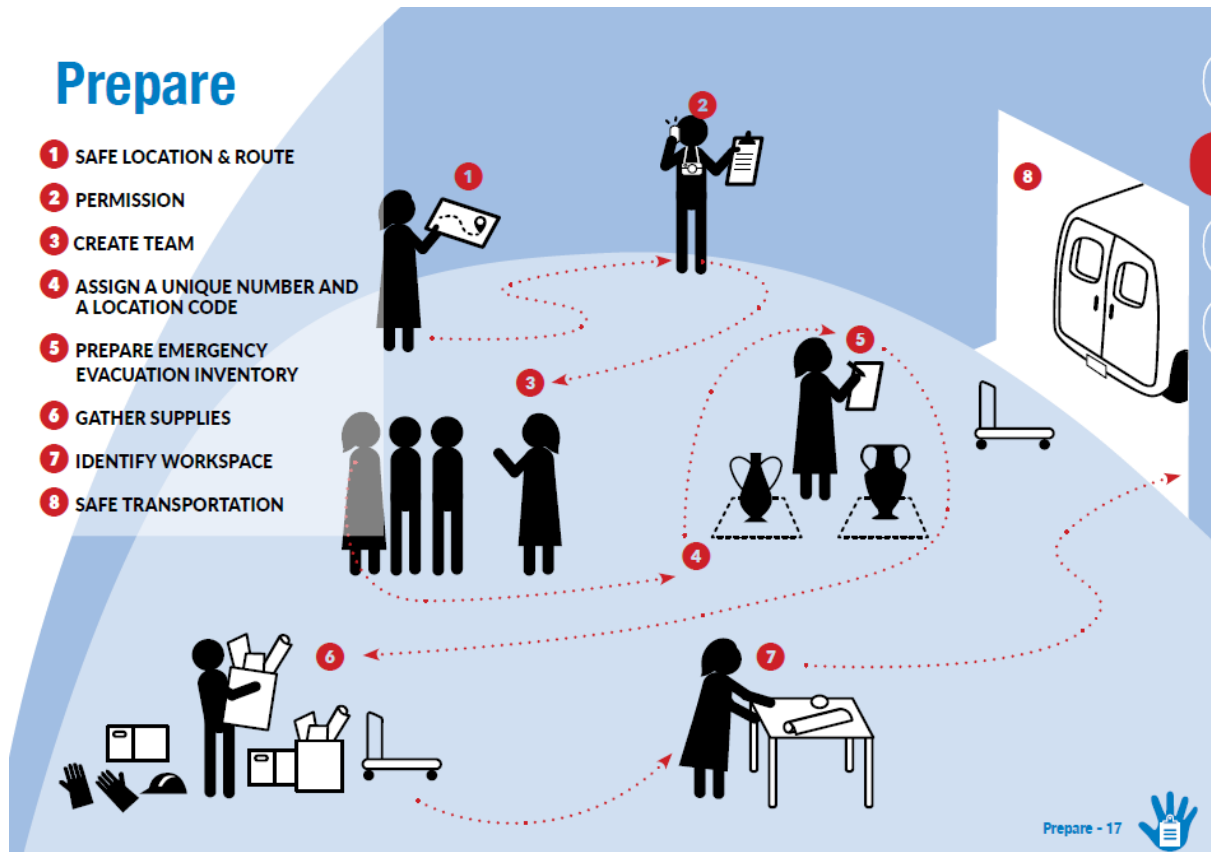
UNESCO - Endangered heritage: emergency evacuation of heritage collections

<https://unesdoc.unesco.org/ark:/48223/pf0000246684>



Prepare

- 1 SAFE LOCATION & ROUTE
- 2 PERMISSION
- 3 CREATE TEAM
- 4 ASSIGN A UNIQUE NUMBER AND A LOCATION CODE
- 5 PREPARE EMERGENCY EVACUATION INVENTORY
- 6 GATHER SUPPLIES
- 7 IDENTIFY WORKSPACE
- 8 SAFE TRANSPORTATION

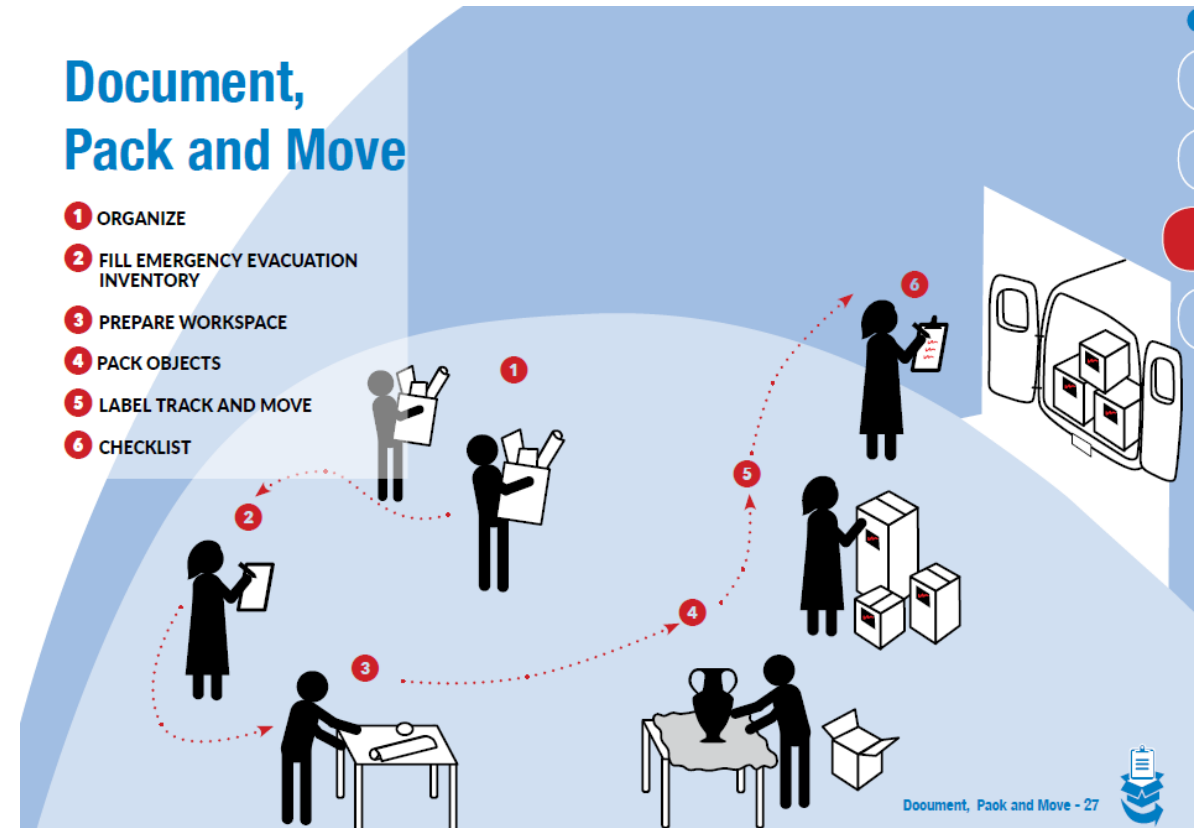


Prepare - 17



Document, Pack and Move

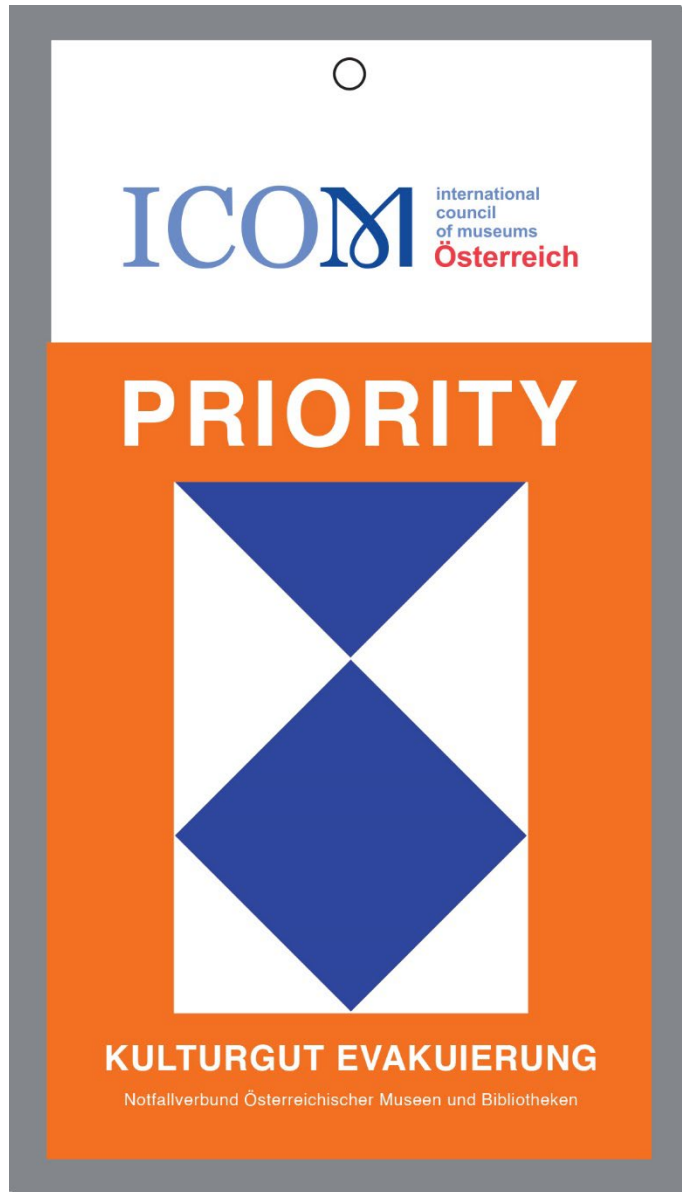
- 1 ORGANIZE
- 2 FILL EMERGENCY EVACUATION INVENTORY
- 3 PREPARE WORKSPACE
- 4 PACK OBJECTS
- 5 LABEL TRACK AND MOVE
- 6 CHECKLIST



Document, Pack and Move - 27



ICOM Priority Tag for the Evacuation of Objects



Museums and their storage facilities house priceless treasures for all of us. A disaster, such as a fire or flood, is a terrifying prospect for everyone. However, it is essential to be prepared for such major challenges in an emergency!

-> This plaque identifies objects in museum storage that should be evacuated as a priority. Its highly reflective surface makes it easily recognizable.

-> Uniform marking in all museums using the protected international "Blue Shield" (protection of cultural heritage in armed conflict)

-> Blue Shield International recommends its international use

-> We support other countries in implementing this system to contribute to the rescue of cultural assets in crises or emergencies.

List for Evacuation of Objects

Evaluierungsliste

Datum:	Transportbehälter-Nr.:	UWK-Nr.:	Sachbearbeiter*in:
--------	------------------------	----------	--------------------

Nr.	Inventar-Nr.	Objektbezeichnung	Sammlung/Standort	Zustand	Schaden	Leihgabe	Standort neu
1				☐ Unbeschädigt ☐ Beschädigt ☐ Sofortmaßnahmen		☐ ja	
2				☐ Unbeschädigt ☐ Beschädigt ☐ Sofortmaßnahmen		☐ ja	
3				☐ Unbeschädigt ☐ Beschädigt ☐ Sofortmaßnahmen		☐ ja	
4				☐ Unbeschädigt ☐ Beschädigt ☐ Sofortmaßnahmen		☐ ja	
5				☐ Unbeschädigt ☐ Beschädigt ☐ Sofortmaßnahmen		☐ ja	
6				☐ Unbeschädigt ☐ Beschädigt		☐ ja	

Institution: _____ Datum: _____
 Beauftragter: _____ Seite: 1



Object-Sticker

☐ Inventar-Nr. oder ☐ Notfall-Nummer ☐ Prioritär	
Zustand	☐ gut ☐ mittel ☐ schlecht
Standortcode	
Behandlung	
Verbringung nach	

gut → langfristig stabil
 mittel → Schäden erkennbar, mittelfristig restauratorischer Bedarf
 schlecht → akuter restauratorischer Handlungsbedarf



Gebäude	Etage / Bereich	Raum / Einheit	Nummer
Oberes Belvedere	1.Obergeschoß (Ost)	Raum SO2	



	Kategorie	Verbringung	Inv. Nr.	Objekt
		3077	Osman Hamdi Bey Über den Koran meditierend, 1902 Gemälde Öl auf Leinwand	

	Maße und Gewicht
	145 x 171 cm Rahmenmaße: 150 x 177 x 6,5 cm Höhe über dem Boden: 80 cm
	Verbringungspersonal
	Verbringungsart
Spezifische Evakuierungsanweisungen	Werkzeuge
Weitere Hinweise	

Floorplan for Evacuation of Objects

Evakuierung
Laufkarte

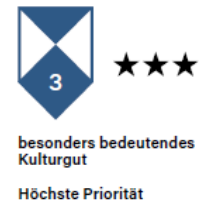
Gebäude	Etage / Bereich	Raum / Einheit	Nummer
Museum Name	1. Obergeschoß Ost	Raum SO2	01010101

Grundriss / Evakuierung

Abbildung	Kategorie	Verbringung / Farbcode	Inv-Nr.	Objekt
				Name Name Titel, Jahr Medium, Technik

Objekt-Foto vor Ort	Maße, Gewicht
	111 x 111 cm Rahmenmaße: 123 x 123 cm Höhe über dem Boden: 111 cm
	Verbringungspersonal

Spezifische Evakuierungsanweisungen	Verbringungsart
Weitere Hinweise	Werkzeug



DOWNLOAD
LAUFKARTE EVAKUIERUNG



PIKTOGRAMME



Bild alleine tragen



Bild zu zweit tragen



Bild mit mehreren Personen verbringen



Objekt vor Ort schützen



Bild/Grafik flach tragen



Bild/Grafik zu zweit flach tragen



Objekt flach tragen



Objekt zu zweit flach tragen



Objekt alleine tragen



Objekt zu zweit tragen



Objekt mit Wagen verbringen



Tisch zu zweit tragen unten greifen



Stuhl alleine tragen unten greifen



Stuhl zu zweit unten greifen



Tisch alleine tragen unten greifen



Objekt gerollt verbringen



Objekt gerollt verbringen



Objekt gerollt zu zweit verbringen



Gabelschlüssel



Kreuz-Schraubenzieher



Schlitz-Schraubenzieher



Torx-Schraubenzieher



Imbusschlüssel



Seitenschneider



Seilzange



Schere



Stanlymesser



Hammer



Objekthandschuhe



Glasheber



Leiter



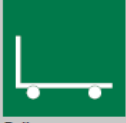
Schlüssel



Personenlift



Artcontainer



Rollwagen



Möbelroller



Ameise / Palettenhubwagen



Sackroler



Hochhubwagen



Fragile



Zerbrechlich



Handle with care



Vorsicht, zerbrechlich



This side up



Diese Seite nach oben



Schwer



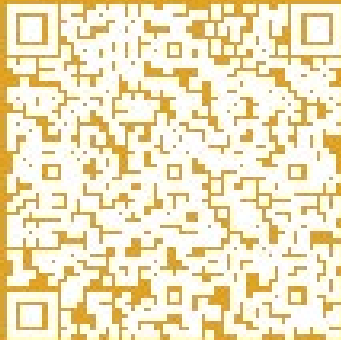
Feuerlöscher



Handhabung von fragilen Objekten



DOWNLOAD
PIKTOGRAMME



6. Defining Responsibilities and Actions

7. Emergency-Plan Folders

8. Informing all Staff Members



4. Cooperation with Emergency Services & Armed Forces

9. Drills

Emergency Exercise „Kolomani“

Danube University Krems, Austrian Armed Forces, Police, ICOM Austria

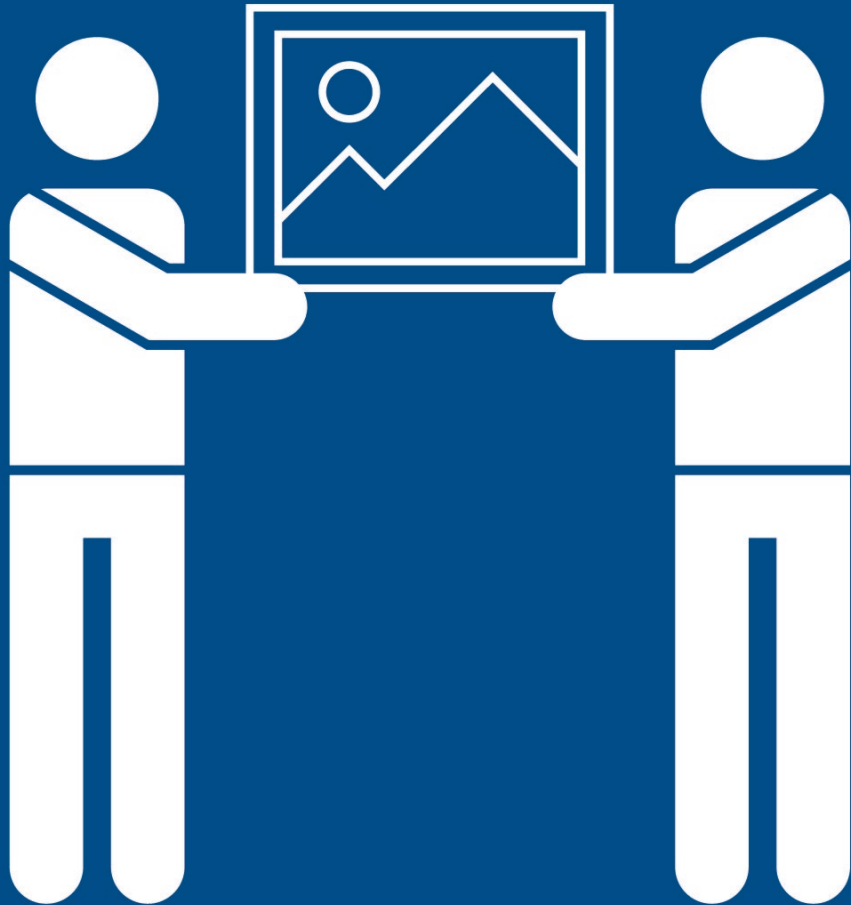
August 31, 2018, Stift Melk





Emergency Exercise with Museum Staff

POST-EVENT



ASSESSMENT OF THE SITUATION & SECURITY:

✓ DAMAGE DOCUMENTATION

✓ FIRST AID FOR CULTURAL OBJECTS

✓ EVALUATION AND LEARNINGS

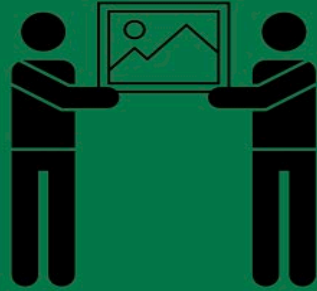
ICCROM - First Aid to Cultural Heritage in Times of Crisis – Toolkit

<https://www.iccrom.org/resources/publications?keywords=First+Aid+to+Cultural+Heritage+in+Times+of+Crisis+-+Toolkit&categories=All&languages=All®ions=All>

NOTFALL- MANAGEMENT IN MUSEEN UND KULTURERBE- INSTITUTIONEN



VORBEREITUNG



NOTFALLPLAN



POST-EVENT & EVALUIERUNG



KRISE & BEWÄLTIGUNG



ICOM

International
Council of
Museums
Österreich
Bundesrat
UNESCO Ratgeber

Bundesministerium
Wohnen, Kunst, Kultur,
Medien und Sport

Bundesdenkmalamt



osce

We are currently working on an International
English Edition /OSCE-ICOM Austria:
*Emergency Management in Museums
and Cultural Institutions*



Emergency Management in Museums
and Cultural Institutions (German Edition)
Download :
Publication & Materials

Thank you for your attention!

Contact details:

Elke KELLNER

Managing Director

elke.kellner@icom-oesterreich.at

<http://icom-oesterreich.at/>

