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THE DIPLOMA THESIS  
MANAGEMENT OF IRAQI HERITAGE: THE CASE OF BAGHDAD MUSEUM

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<b>INTRODUCTION</b>	<b>1</b>
<b>1 GENERAL SITUATION IN IRAQ</b>	<b>2</b>
1.1 BASIC FACTS ABOUT IRAQ	2
1.2 CONCERN FOR HERITAGE MANAGEMENT	4
1.3 THE BEGINNING OF LOOTING	4
1.4 LUCRATIVE BUSINESS	5
1.5 LOCAL PERSPECTIVE OF THE LOOTING	5
1.6 MILITARY PRESENCE	6
1.7 INTERRELATION OF BUSINESS AND WAR	7
1.8 ILLEGAL ACTIVITY	8
<b>2 BAGHDAD MUSEUM AND ITS MANAGEMENT</b>	<b>9</b>
2.1 BRIEF BEGINNING	9
2.2 ORGANIZATIONAL STRUCTURE	10
2.3 MANAGEMENT BEFORE THE WAR	11
2.4 THE BLAME GAME	12
2.5 PROBLEM AS OPPORTUNITY	13
2.6 POLICIES IN ATTEMPTS OF RESTORATION OF THE MUSEUM	13
2.7 HELP FROM TECHNOLOGY	16
<b>3 THEORETICAL APPROACH TO HARSH REALITY</b>	<b>16</b>
3.1 MORE THAN MANAGEMENT	17
3.2 PLANNING	17
3.3 ORGANIZING	19
3.4 STAFFING	20
3.5 DIRECTING	20
3.6 CONTROLLING OR MONITORING	21
3.7 ENTERPRISE RISK MANAGEMENT	21
<b>CONCLUSION</b>	<b>23</b>
<b>BIBLIOGRAPHY</b>	<b>24</b>



## **Introduction**

Presently, a dilemma exists within the scope of Iraq's heritage sites, artefacts and the organizations as well as individuals involved, where the destruction, pillaging or collateral damage done to either archaeological sites or objects is to say at the least immense, not to mention even illegal. Simply put, the lack of management of Iraq's archaeological sites and artefacts is resulting in degradation of culture and knowledge while increase in illegal trade of antiquities is damaging the economic development.

More importantly, how does the illicit trade of Iraq's antiquities affect the management of the Iraq's National Museum? The organizations', corporations' and governments' actions and reaction involved shall be described to see the amount of impact these have on the operational stability of the Baghdad Museum. The process and consequences of the war effort shall also be taken into account and the impact the created situation had on the illicit market. The destruction of certain heritage sites or historically valuable sites shall be re-examined as well. The management of artefacts and archaeological sites must be re-evaluated, rethought and reformed, so that the economy may be more efficient, and the process of learning and new discoveries may again take place.

The purpose of the thesis is to raise awareness of the general public, particularly of organizations that might put enough international pressure, sanctions or provide some other way of help so that the obliteration of "our" history ceases and an effective management takes place which will provide for more efficient treatment and oversight of various archaeological projects throughout Iraq. It is important to understand that some of the greatest cultures developed out of the area of Mesopotamia, also known as the cradle of civilization, and till today provide us with greater understanding and appreciation of our ancestors.

The thesis shall firstly examine the current situation and the players involved, secondly, explain the current management and the difficulties it faces, and thirdly, distinguish the responsible authorities while clearly stating the issue of accountability. Special emphasis shall be put on the structure of management, and the improvement that these organizations could potentially contribute. Moreover, the correlation and interconnectedness of various organizations shall provide a new view point over the management of archaeological sites in Iraq.

Restructuring and transparency must be the leading motto of the soon to be reformed management system, while having a firm support and cooperation with archaeological and governmental organizations. Therefore, the objective of this work is to identify the situation in which the Baghdad Museum is currently in from the business perspective and suggest possible improvements to where the safety and security established could lead towards an operational and self sustaining institution. The objective also focuses on clearly stating the responsible figures to manage the museum and implementation of oversight that is much needed of reform.

The structure of the thesis is presented through a top-down approach. By looking at the general condition in which the state of Iraq is in, the reader shall understand the environment. By identifying the various variables in the environment the understanding gained shall introduce the state of Baghdad Museum and lack of management thereof. In addition, the museum's situation although improving is still in shambles and within this respect there is much room for improvement. Improvement of management and bringing the National Museum to an operational and profitable stage focuses on management theories to be successfully applied. In addition, once managerial roles and functions are established, newly evolved theoretical approaches such as the risk enterprise management could be applied as well. As security is still predominant concern in Iraq, such risk assessments are gravely needed to maximizing efficiency and safety while minimize the required funds or capital.

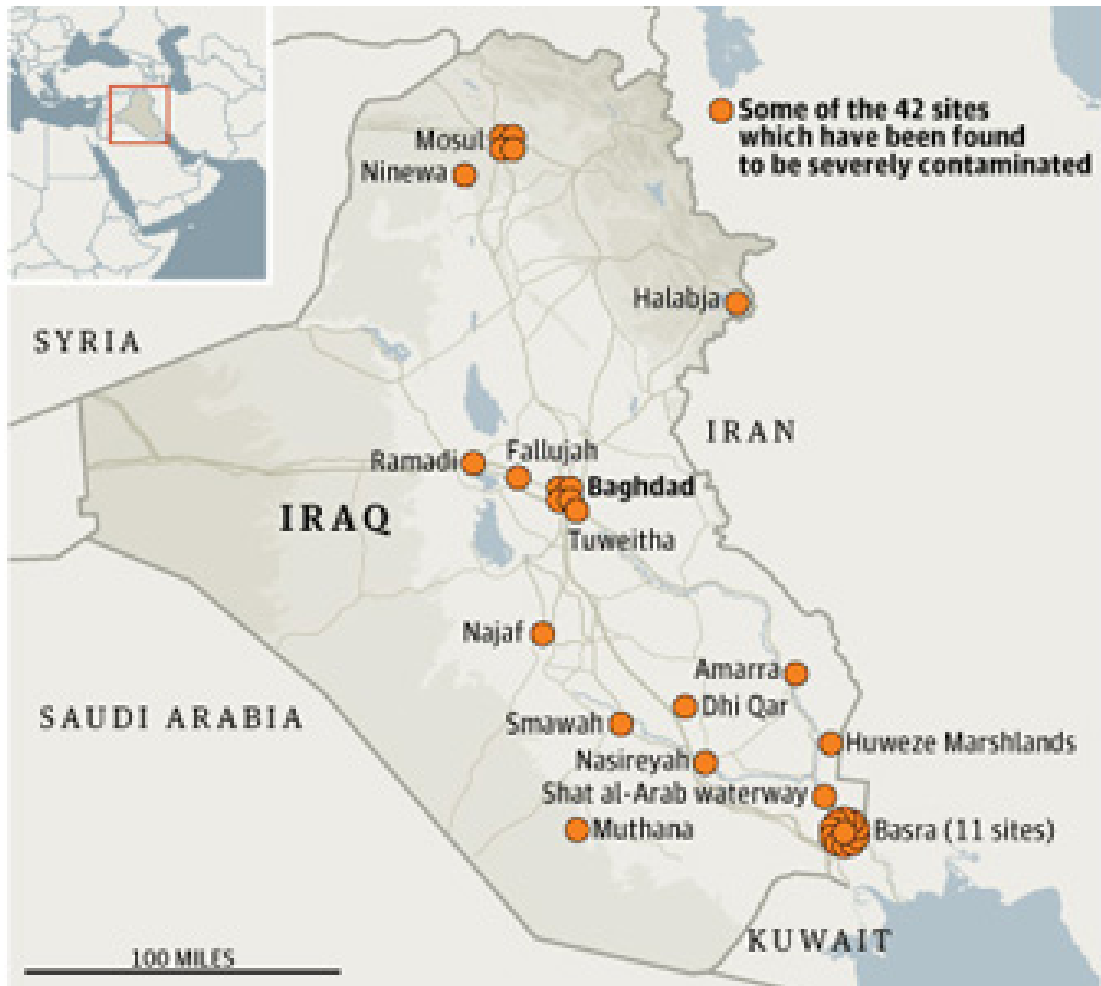
The research method that the thesis focuses on is of qualitative type. It is suited particularly for the situation studied that of the National Museum. The quantitative method may not be used toward the extent of certainty due to lack of information, unreliability of certain information and nevertheless lack of measurable evidence. Analyzing the decision making process and focusing on questions basing on how and why the managerial aspects shall portray the offset of efficient management and moreover the need for international community to participate in rehabilitation of the museum.

## **1 GENERAL SITUATION IN IRAQ**

### **1.1 Basic Facts about Iraq**

Till the First World War, Iraq was under the auspices of the Ottoman Empire. During the war the British occupied Iraq which is situated on the Persian Gulf, bordering Kuwait and Iran. Moreover under the predecessor of United Nations, The League of Nations' mandate allowed the British to oversee Iraq. By 1932 Iraq gained independence and by 1958 it was declared a republic. Let the reader not be confused in the sense of Iraq becoming a legitimate republic as "strongmen" were in charge of the country till the 2003 military invasion, the last one being none other than Saddam Hussein. The contemporary violence that is present in Iraq is not a new phenomenon; the eight year old war between Iran-Iraq, invasion of Kuwait, and the present "liberation" of Iraq are just some of the major events that have shaped Iraq to its present condition (CIA, 2010). Moreover, through lengthy time of violence there have also been reports that Iraq is heavily contaminated with toxins; there are high levels of nuclear and dioxin contamination especially in some of the major cities such as Basra and Baghdad. The picture on the next page (picture 1) demonstrates the areas where the highest levels of contamination are.

*Picture 1: Contamination Map of Iraq*



.Source: Chulov, 2010

It seems that correlation between violence and wealth is “symbiotic”. The oil sector provides the country with 90% of revenue, while at the same time it provides for 80% of foreign exchange. Iraq is also rich in the sense of retail industry. It is claimed that once certain political reforms shall be in place, the retail sector will be the largest after the oil one. Moreover the agriculture industry has also the potential to blossom as these reforms will be put into practice and security be stabilized (CIA, 2010). Nevertheless, the main obstacle is the indecision of government officials to implementing economic policies and amendments that would make Iraq a safe haven for economic prosperity. This is primarily due to corruption and psychological effect of belief that western forces are evil, which in all honesty is none too surprising.

Iraq is also the 40<sup>th</sup> largest country when judged by population. Its GDP has been raising and according to 2009 reports it amounted to 112 billion US dollars. However there is a down side. In 2008 the unemployment rate was at 15% while citizens living below the poverty line amount to 25%. About 60% of population is employed in the service sector, while agriculture sector and the industry are at second and third place respectively. There is hope for economic development of Iraq as the oil industry is already producing a surplus and exporting about

1.91 million barrels per day, yet it is much too obvious that the war effort took its toll on the country to the point where any progress is a success (CIA, 2010).

## **1.2 Concern for Heritage Management**

It is claimed by various authorities that looting is not a new phenomenon to Iraq. It has been an ongoing profession for centuries, yet the style of looting has been changing drastically and more rapidly since the 2003 military occupation. Before, the Iraq war began, also known as the Second Gulf War, there were many reports from a variety of organizations that have had concerns about cultural heritage sites and the management thereof. Many archaeological organizations in February of 2003 were cancelling their digging operations and other projects (Wilford, 2003). Just few weeks before the start of the war Washington Post reported of the risks that would have been involved if the war effort was bound to proceed, stating that many scholars are of the opinion that the governments and militaries are not aware of potential dangers that war brings to cultural sites. Moreover, McGuire Gibson from the University of Chicago's Oriental Institute placed special emphasis on the aftermath and the consequences of such improper actions (Gugliotta, 2003).

Nevertheless, due to escalating international relations between the coalition forces and the Iraqi regime, the war began on March 20<sup>th</sup>, 2003. It is true that during the first wave of bombardment the air force, that being the Multinational Force-Iraq or simply MNF-I, was aware of the cultural and heritage sites, yet unfortunately the same cannot be said for the ground units (Detwiler, 2008). Only a month after the war began; the problems with looting were more than evident as the highly publicized event of burglary into the Iraqi National Museum in Baghdad hit the mass media.

## **1.3 The Beginning of Looting**

As reported in the USIPeace Briefing, there were more than 15,000 stolen items from the Baghdad Museum estimated to be worth billions of dollars (Detwiler, 2008). Although Unesco, being the UN's cultural agency, since then advocated that military presence should be guarding the museums and other sites of value, the deputy director of the museum Nabhal Amin openly accused United States of not taking control of the chaos on the streets and to be directly responsible (BBC, 2003). In defence of coalition forces, one might add that in the months from April, since the looting happened, and till the month of November about 2,000 different items were returned, and later many more, amounting to around 6,000 (Detwiler, 2008). Yet when looking in proportion, 6,000 out of 15,000 items of artefacts is quite a miniscule number to say the least.

Some are of the opinion that the looting was not coincidental. Dr. Dony George claims that the looters could not have been local residences as he explains that the thieves had direct knowledge of which items to steal and that U.S. military did not assist for a whole week; moreover it took Dr. George a week to communicate to other archaeologists what has been stolen. He claims that the looters walked by the copies while exactly knowing where and which items to take. Furthermore, the looters had to bring equipment to be able to carry out



certain items as even the employees of the museum could not move certain objects. Reporter for the newspaper Independent, Robert Fisk, supports such claims as he stated that when the National Library of Iraq was in flames, in pursuit to save at least some of the artefacts he phoned the U.S. marines for help, yet although they were only five minutes away there was nobody at the site half hour later. Additionally, BusinessWeek issued an article on the topic, where Gil J. Stein of the University of Chicago believes that the looters were well aware of where and what to look for as the orders for the priceless items must have been placed well in advance (Talbot, 2003).

#### **1.4 Lucrative business**

The tragedy of looting, pillaging and destruction does not end yet. Apart from museums being looted and destroyed, other archaeological sites are being processed into highly organized excavation projects; of course unofficially. The reason is the bad state Iraq is in. An average salary is about 1,000 US dollars, hence looting becomes quite an incentive to make a quick buck as an artefact may be sold for 20,000 US dollars; moreover it becomes a way of survival for the local inhabitants that are war-torn. Presently, gangs of men with heavy machinery are doing excavations on a large scale wherever possible, and it is often claimed that it is the local inhabitants. As it is claimed in an essay from the book *The Looting of the Iraq Museum, Baghdad*, the authors Micah Garen and Marie-Helene Carleton describe the large-scale operations. They say “Hundreds of people from the surrounding areas dig . . . in small teams of five to ten. There are dozens of antiquities kingpins, who organize large-scale looting, moving thousands of objects out of Iraq each year.” It is presumed that 15,000 objects are taken daily from various archaeological sites. Furthermore, in the cities near the ancient sites around 80 percent indulge in such activities. (Breitkopf, 2007) It is fair to presume that as these activities are highly organized they must be funded by someone. In a country that is war-torn, the middle man is not as much to blame as the whole of the illegal black market and corrupt officials.

Indeed, it is claimed that the illegal trade in antiquities is as profitable business as trafficking of drugs. One reason is that it is safer to invest in such items during a recession as they do not lose value; moreover they gain in value as the time passes. The director of McDonald Institute at Cambridge, Prof. Lord Renfrew gave out even harsher statements saying that the government is the pocket of the art market and that the trade of antiquities is more than profitable to be continued (Talbot, 2003).

#### **1.5 Local Perspective of the Looting**

The local religious authorities and the Mahdi army are clearly less concerned with the preservation of artefacts when compared to their main goal of driving out the infidels or occupiers. Furthermore, they easily justify the lootings as they claim the rule of Zakat that is found in the Koran. Zakat is a term that expresses that everything belongs to God and that wealth is given to humans in trust. Through such possessions, it is said that the profits from artefacts are purified if those profits result in the help for the needy (Breitkopf, 2007). Simply put, in time of need one does not get punished if he shares the spoils with everybody and

provides the sources of protection and survival. Surely in the eyes of the rebel groups or freedom fighters or terrorists, which ever term one prefers, such actions are justified as patriotic. Therefore the insurgents are only providing the supply for the already heavily needed demand, and should not be directly held accountable, although nevertheless they are destroying the heritage sites and indulging in looting.

By 2006, London Times reported that Iraq has been placed on the list of 100 most endangered sites by World Monuments Fund. Moreover, the report named that archeologically important cities such as Nineveh, Ur, Babylon and Samara experienced terrible damage. It continues to state that the areas of looting and illegal excavation are increasing as the evidence is unmistakable through the satellite pictures; the images illustrate bulldozers and the vehicles waiting for the loading of the artefacts and other material taken (Farrell, 2005). More devastation was felt, as the accusation against Senior Iraqi officials surfaced. Although no names have been given, the statements were given by the British Museum's professor of ancient Mesopotamian languages Farouq al-Rawi. He explained that a wealthy royal family member from Kuwait was in possession of 6,000 Mesopotamian artefacts illegally dug and most likely smuggled from southern province of Missan. (AlLaithi, 2008) Indeed Iraq is filled with corruption as much as violence. Iraqi judge who once headed the Iraqi Commission for Public Integrity estimates that corruption has cost the government around 18 billion U.S. dollars from 2004 till 2007. Moreover, the Commission also stated that in the year of 2007 the corruption increased by 70 per cent (Corruption, 2007). However, the tide seems to be changing. According to the BBC report, a thousand of Iraqi officials within the government are accused of corruption. Amongst the prominent forerunners is the now ex-trade minister, Abdul Fanah Sudani, who actually gave his resignation to the Prime Minister, Nouri Maliki within the week, yet denies any wrong doing. Nevertheless, there is a chance he might face corruption charges as the investigation continues. The investigation is proving successful as just in few days before the report was published by BBC, about more than a hundred suspected have already been arrested (BBC, 2009).

## **1.6 Military Presence**

The military presence in the country has had its own share of influence on the evolving market for historical artefacts. Accept for the obvious, that being the war, the military actually set up a camp in the centre of an archaeological excavation. It was a shock to the scientific community to say the least. The Curator for the British Museum's Ancient Near East Department, Dr. John Curtis made a visit to this particular military depot situated in the ancient city of Babylon, located about 80 kilometres south of Baghdad. His main mission was to evaluate the damage being done to the whole site. He published a detailed fourteen page report on various tragedies that are occurring within and around the camp site.

It is an extensive report on damages done to the archaeological sites which includes a variety of ways in which they are being destroyed. Keeping in mind that this report is not as extensive as one would like, since the coalition forces have sealed off certain areas for inspection due to it being fenced off and mined. The damages are extensive; the Ishtar Gate is

damaged at least in ten places as soldiers tried to remove certain decorative bricks. Then there are the two 20 meter long trenches that have been dug for military use, however not considering that these trenches and around them are fragments of bricks that an ancient king Nebuchadnezzar II himself firmly inscribed his dedication to the glory of what was once Babylon. The Procession Way presently serves as a daily used road for the transportation of heavy machinery, such as tanks, trucks etc. which in turn causes the bricks to break due to the sheer weight of the vehicles; not to mention that oil and fuel spillages that escape into the cracks deteriorate what is underneath fairly efficiently. Moreover, thousands of tons of archaeological material has been put in sandbags in front of the “Reno Gate” from variety of sites; which means that the confusion of what belonged where is equal to infinity. To top it off, the coalition forces thought it was a great idea to extend the parking lot to be able to create a helipad and extend the camp to its size of .6 square kilometres. (Thompson, 2005) Dr. John Curtis of British Museum’s Ancient Near East Department, is outraged of handling of artefacts not to mention the placement of military camps upon his visit to Iraq.

### **1.7 Interrelation of Business and War**

In April 2003 the Pentagon contracted Kellogg, Brown and Root Co. to develop and maintain this particular site in Babylon. The three companies are all the subsidiaries of the infamous Halliburton Corporation who’s CEO was none other than Mr. Cheney who later became the vice-president for the Bush administration and heavily defended his opinion and decision to begin the invasion of Iraq; many consider him the true mastermind behind the invasion of Iraq. (Thompson, 2005) Indeed, although it might be only speculation, the motive of attack may truly lie in economic factors. It was reported by TIME magazine that Saddam gave serious thought about the U.S. dollar currency on which international oil trade is based to be replaced by the Euro. Such action would spell disaster for the U.S. as well as UN as not only costly accounting and paperwork changes would need to be made but also decrease in interest earnings and reparations would result. Moreover, such an action would favour European suppliers, which would lead to the downfall of U.S. based corporations. Although only a speculation, this surely gives a great incentive and a motive for the coalition force invasion of Iraq. (Dowell, 2000) If this seems to be an overstatement one might comfort oneself that US is the largest export partner in the relation to Iraq, with about 27% (CIA, 2010). Not only that the war did start with insufficient claims, the worse problem is in management of artefacts and heritage. There are a variety of issues considering management. On the black market one can sell the found items for quite a price. Therefore the incentive is evident, and although quite an amount of artefacts were destroyed one must keep in mind that the other preserved artefacts gain in value as they become even more rare. Further issues include the easy stealing and transportation of items back to the U.S. Such a possibility is quite plausible as there is no oversight of what is taken. Moreover, the whole development of the military complex is illegal in accordance with 1954 Hague Convention Protection of Cultural Property. In accordance with international law, the High Contracting Party in a state of occupation must be safeguarding and preserving the cultural property of the other, according to Article 5 of the Convention. (The Hague Convention, 1954) Obviously, the complex is not

preserving the artefacts as well as looting is occurring; as previously demonstrated by the building of the helipad, stolen items of the Ishtar Gate as well as treatment of the Procession Way. Important to note is that although about 2,000 of coalition soldiers are stationed there, the base was handed over to the Polish command; therefore Pentagon has no need to comment on the issue while U.S. troops may be stationed there. The authorities for the British Museum stated that such an act of placing a military depot is equivalent to placing a military camp around Stonehenge or the Great Pyramids, yet on the other hand the Museum does lack coercive measures to actually put a stop to it and may only evaluate and formulate reports (Thompson, 2005).

Yet, things are very much changing. Recently in January of 2009, newly formed Iraqi government declared that it shall proceed forward with the plans started by Saddam Hussein to rebuild Babylon City. Apparently this is quite serious as even Obama Administration contributed a whopping 700,000 US dollars. Reuters News Agency reports that in cooperation between World Monuments Fund and the U.S. embassy; a plan shall be developed for conservation, study and tourism although mentioning that the time period when the site might be opened for tourism is uncertain (Rosenberg, 2009). One might notice another lucrative business prospect as the “cultural tourism” might attract variety of other business opportunities, not to mention potential profits once full stability and control of Iraq is achieved. Recently in 2008, the plans have also been announced to refurbish the Iraq museum with the help of a 14 million dollar grant from the United States and Italy (Mohammed, 2008). In addition, with the help of Iraqi Prime Minister the museum opened in February of 2010. Although the Cultural Ministry was against such a move, presently there are eight out of 26 galleries opened (National, 2010). Moreover, the chairman of state board of antiquities, Dr. Abbas al-Husseini, claims that due to religious leaders issuing fatwas, guards now being stationed to protecting the sites and as archaeological excavations continue there is greater oversight; it seems the looting of artefacts has almost but ceased (Bailey, 2008). Let one remember that Dr. Dony George stepped down due to threats upon him and his family’s life as he was a great proponent of making the archaeological community and other leaders aware of the situation during the Iraq war and the looting of heritage sites (National, 2010). Therefore a question remains, in what state is the management of Iraqi artefacts and heritage sites, and how much influence as well as pressure does the art market and illegal trade contribute thereto. Moreover, how do all these circumstances affect the efficient and profitable safeguarding and management of the National Museum of Iraq.

### **1.8 Illegal Activity**

The war situation in Iraq seemed to be improving after the raids of the years 2006 and 2007, yet violence is still at its all time high. Due to internal political conflicts, certain aristocratic factions and sects took to rebellion killing about 120 and wounding 300 in May 10<sup>th</sup> attacks of 2010. The day is remembered as one of the most gruesome moments so far this year (Auken, 2010). Moreover, the looting is as restless as the violence. Although previous reports claimed that legal excavations and projects are monitoring the sites, the illegal trade is taking off.

Recently in early 2010, U.A.E. customs authorities caught smugglers carrying more than hundred of artefacts. The artefacts were identified to be of ancient Iraqi period. Furthermore, London-based archaeologist Lamia Al Gailani-Werr informs us that these items once smuggled into the country may end up anywhere, although there is a large antiquities market in the country itself. U.A.E. is not the only country through which artefacts might travel; some of the other more known ones are Turkey, Jordan and Syria. (Walid, 2010) Important to add is that most of the illicit trade of artefacts and antiquities makes their way through Baghdad, Damascus, Beirut, Dubai, Geneva to end up in one of the greatest art markets, New York, Paris, London or Tokyo. (Detwiler, 2008) Iraq's authorities are also trying to cripple the illicit trade. In May of 2010, The Anticorruption Commission captured four men involved in illegal trade in a sting operation, recovering ten ancient coins and two more paintings. The Commission seems to be effective as the Ministry of Tourism and Antiquities is more than satisfied with the results and progress being made. (Iraq, 2010) The U.S. is also doing its fair share in returning the artefacts, as it was reported in early '10 that more than 1000 artefacts were returned by U.S. and that Iraqi ambassador to the United States, Samir Sumaida'ie, is very proud and nevertheless working towards an effort that the items be returned to its home. It is said, that by now almost half of all the looted items have been recovered and returned. (Middle East Online, 2010)

## **2 BAGHDAD MUSEUM AND ITS MANAGEMENT**

So far, the reader has noted that the situation is not ideal in Iraq, either concerning the operations of the museum or the living conditions. To say the least, management of any type of institution would encounter quite a few difficulties. Yet, in times of hardship and chaos of war and destruction, there is a call towards preservation of antiquities and a need for proper management. This section shall look into detail how the National Iraqi Museum has been managed. Moreover, which organizations have put forth certain policies and the effects thereof shall be looked into. Furthermore, contrasting the situation in which the museum has been handled to the principles for successful management one hopes to find the effective and efficient policies and helpful organizations while identifying the ones that are undesirable and inefficient.

### **2.1 Brief Beginning**

In 1923 the Iraq Museum was built by the then King Faisal I, yet the actual promoter for the establishment of the museum was a British scholar Gertrude Bell as he was the technical advisor to the British Protectorate. Till the 1930s Iraq experienced an increase in archaeological projects and related studies as variety of nations such as Italy, Germany, France, U.S. and many others to learn about Mesopotamia. Indeed the boom was so evident that in 1937 the Museum of Arab Antiquities was incorporated into the National Museum and in 1940 the museum was further enlarged. As excavations grew and various projects were being started the museum eventually became a world renowned organization having close ties to British and American museum (The Baghdad Museum, 2006). Unfortunately, as illustrated

below (Picture 2), the events changed drastically in this century to where scientists are flocking away and military presence is a must for securing the previously done work.

*Picture 2: Entrance of Baghdad Museum under Protection*



*Source: Mohammed, 2008*

## **2.2 Organizational Structure**

Organizational structure of the Iraqi National Museum is fairly simple; the museum is state owned and overseen by two branches of cultural department. The state board of antiquities focuses on a variety of issues that museums incur. Although the state board oversees many other museums, it is important to note that Iraqi National Museum has the largest collection of items and is considered to be sixth most prominent museum in the world; therefore the state board of antiquities plays a crucial role when concerning this particular museum. At the head of the organization is the chairman of the board of antiquities that oversees some of the most important matters such as archaeological excavations, studies and research, the museum's library as well as manages the publishing, manuscripts and maintenance of the museum. On the other hand, there is the administration office of the museum; with its director in charge its main responsibilities include receiving the antiquities, taking care of the national register, managing the laboratory as well as shops with souvenirs and nevertheless providing a secure state for the designs and exhibitions as well as promoting the museum's educational mission particularly concerning children (Organisation, 2010).

### **2.3 Management before the War**

Due to the dictatorship led regime, the museum has always been in close management of the interests of Saddam Hussein and his political agenda. This however has not prevented close cooperation between the western scientists and local archaeologists as Saddam himself had a keen eye for his country's history. Although post first gulf war the United Nations had put sanctions on Iraq, which further prevented the ability towards safeguarding of antiquities, few noticed the hypocrisy. The management by Saddam's bidders resulted in funding of palaces such as the one in Babylon as oppose to protection of archaeological sites. Few dared to question such management of funds as the sanctions were still in place and the only way for scientists to arrive into the country to resume their scholarly work was to be compliant. By the end of the millennia, many western scientists have violated the travel ban which inevitably led to a conference presented by the Deputy Prime Minister Tariq Aziz to promote the lift of the cultural embargo. Indeed US and UK scientists welcomed such an effort as they noticed that if they do not get on the action they might miss the more interesting and important excavation projects (Joffe, 2004). From a management point of view, one might notice that excavations and similar projects were developing, as well as the scientific community was opening up which is quite beneficial for the development of the museum. Moreover, by promoting international cooperation amongst scientists there is a greater source of knowledge and nevertheless more experts to determine the origins of items found. Therefore it seemed that the dark cloud over Iraq's archaeological institutions was lifting while providing greater cooperation and transparency.

Unfortunately, matters did not go as planned. The Bush administration was gearing up to overthrow Saddam and preparing for war. The western scientists, who were so eager to return to Iraq and continue their projects, faced great difficulty in resuming their work. The western scientists united in their warnings as the publishing of a newsletter by the Society of American Archaeologists appeared. The article gave a reminder that Iraq did not pose any threat to US, moreover the threat of Iraq invading other countries would only increase with the attack by the US (Letter, 2003). The scientists continued working during this period, yet as aforementioned they did not seem to be confident or comfortable enough to continue with their excavation projects, instead they participated in on-campus lectures and off-campus protests. Hindered by the escalating political conflicts, the down-sliding management and operations of the museum drastically became evident. The scientists tried to argue against the invasion, by claiming that the whole of Iraq is a one big archaeological find and intentionally or not they propagated the dogma of Saddam which warnings the western authorities dismissed. Although to scientists best efforts, the war seemed inevitable, and therefore the community was embarking on a new mission of protection and management of the archaeological sites as well as the museum itself. The main priority was to identify and inform the war authorities to be able to protect the site. Therefore the job landed on the shoulders of the McGuire Gibson, an archaeologist at the Oriental Institute of the University of Chicago. He met with Pentagon officials in 2003 before the war began and presented two major points. For one, he emphasized the protection of some of the most important 5,000

archaeological sites during the war. The second emphases fell upon the post-war management of the museum where he explicitly stated that taking over operations of the antiquities department or even manage the policies of the museum itself to be one of the most foolish things that could possibly be done. He stressed that such actions would lead to complete mismanagement and proposed that the best thing that the western authorities could do is to ask for what is needed and provide the museum with their compliance and assistance. Moreover Gibson termed “Archaeological Assessments” as to be one of the most crucial post war efforts towards reconstruction. Paradoxically, by making such a proposition the control of antiquities shall befall US authorities and western scientists as oppose to local governance or better said the US authorities shall appoint the overseers.(Joffe, 2004) The statements and proposal put forward by Gibson might seem strange when considering management of the museum, as it would be in charge of western authorities; moreover such a policy would be giving a great opportunity to certain scientists to redistribute the archaeological projects and gain more influence as well as jurisdiction.

#### **2.4 The Blame Game**

By the time the war started, March 20<sup>th</sup> 2003, most of the items in the museum have been safely put away in variety of vaults while the other items that were too large to move have been covered and surrounded with sandbags. In mid April, first reports came out claiming the large scale looting that has been happening. Witnesses within the neighbourhood claimed that up to 170,000 items were missing, and surely the mass media grabbed the story without much thought of their sources or for reliable information (BBC, 2003). The rumours soon turned into a conspiracy story blaming the American Council for Cultural Policy which is made of museum directors and an organization of collectors as it was convincing the Pentagon to downplay legislation that prevented the trade and sale of antiquities on the basis that items in the hands of western museums and private collectors would be much safer than be left in Iraq. However, just few days later the story was changed and from this point on confusion truly became the norm for the next few years. The story changed that it was ex-Baathists who saw their downfall and made their last attempts to gain wealth before being captured by the coalition forces (Joffe, 2004). These claims do have some basis, as Marine Colonel Matthew Bogdanos explained that during the invasion he was not able to secure the museum as there were Iraqi forces inside as well as there was chaos on the streets. In addition, there is another more sinister theory to who might have been responsible. Some claim that it was an inside job, as the above ground storage rooms have been looted while the while the exterior doors showed no deliberate attempt of forced entry. Further evidence that points to an inside job is the case of underground storage rooms where the perpetrators are presumed to have had the keys to unlock the storage doors (National, 2010). Yet, upon the inspection of the museum, it seemed that the situation was not dark as at first portrayed, although certain artefacts have been stolen, there was a much lesser amount than first reported. In addition, the museum took the same precautions as during the Iran-Iraq war where the items have been safely stored in the vaults. Yet, the robbery or at least a portion of what has been robbed has its roots within the management of the museum itself and the personnel. To point out a single employee for



the blame of the inside job would be virtually impossible in the chaos that ensued Iraq during the war. However, one may be sure of one thing as the evidence points out that no doors have been forcefully opened, someone had to have access; albeit be it local looters, the ex-guard of Saddam or the coalition forces. The blame must not be solely put on management and employees of the museum as someone, possibly even the American Council for Cultural Policy, must have hired the looters as asserted before that some of the items were carefully chosen. The most likely theory is that external and internal forces concerning the museum have acted in their attempt to benefit from the priceless relics maybe even in cooperation.

## **2.5 Problem as Opportunity**

Procedures put forward by the museum for protection of archaeological items were made later on, yet effectively many were recovered through international cooperation by various organizations such as Interpol and FBI. Comically enough, more items were found few years later as they were hidden in vaults that have been forgotten to be opened by the museum staff. Within this respect, it is hard to believe that something so important would have been forgotten, yet it is fair to presume if there would not have been such an outcry towards the looting, most likely even more items would have been stolen and even less attention would be placed on historically important materials and institutions. Interesting to note is that such outcry done through the media drew much interest in ancient Mesopotamian archaeology, more than ever before actually. Moreover, there is more interest in this particular field than ever before, therefore the Iraqi National Museum put forth one of the best marketing strategies in some of the worst kind of circumstances (Joffe, 2004). In addition, this marketing strategy, not only that it has been successful, it was crucial for preservation of the museum, items and recovery thereof. In all reality, the museum's administration office with the then head Donny George when he gave out false statements proved to be the ultimate ploy to gather international support, disseminate information and provide enough support for the protection and recovery of items. It is the perfect example how to use "bad" circumstances to one's advantage.

## **2.6 Policies in Attempts of Restoration of the Museum**

The responsibility of management of the museum befell upon the international organizations for the purpose of preserving and dictating the operations. Although during the war the museum has been closed there have been many efforts put forward to reopening the museum as well as to recovering the looted artefacts. For that to happen, international organizations had to draft and promote certain policies. As one will agree, without the items the museum cannot operate and promote cultural tourism, therefore the policies were created for the two main purposes; one being the recovery of stolen items while the second being the safe and profitable operation of the museum; even if it requires to be done through virtual terms.

Indeed, as the US was the main proponent of the war the responsibility of managing and proposing policies fell upon the academics within those communities. Surely enough, an effort was put forward by two US congressmen, Phil English and James A. Leach. The Baghdad Museum Project was constructed on the basis of recovery, restitution and protection

of the artefacts. The project proposed main points with which it would aid the museum and moreover through such policies certain loopholes in the legislation could be overcome. Although, due to variety of conventions and policies, such as The Geneva Convention of 1949 and The Hague Convention 1954, the looting and trading of illegally excavated or stolen artefacts is illegal, and the responsibility is placed on securing and safeguarding cultural heritage, the Baghdad Museum Project goes a step further to close a loophole where there is no legitimate government; which let us not forget was the main overseer of the museum. Some might wonder, are not the laws that are already in place effective? The truth to the matter is that they are too time consuming and often need a bilateral agreement between the parties; as in the case of Iraq, it had no government at the time therefore the bill proposes more efficient ways of managing the museum. There is also the question of Convention on Cultural Property Implementation Act also known as CPIA, which states that the President of US may put forth restrictions yet he nevertheless needs the bilateral agreement. The only difference then being is that there is no need for the bilateral agreement; this is especially important in the case of Iraq as it cannot make any bilateral treaties as its government is deposed or at that time was not re-established. The Baghdad Museum Project made of six sections proposes to make the museum manageable and operational again. To put it shortly the Act emphasizes three crucial key points. The first and probably the most important part emphasizes the prohibition of importation of cultural items that have not been on the market before the first sections post first gulf war have been made in 1990. Anything that has been traded before, or has been on the market before is justifiable and legal. Secondly, the amending of the Convention on Cultural Property Implementation Act would result in president having greater power with which he could implement restriction without the hustle of lengthy procedures that are currently in place. Lastly, the power to impose restriction upon countries that are not part of the CPIA, such as Afghanistan, would potentially also curb the illegal trade, and moreover provide a greater awareness and an opportunity of the objects being returned (The Baghdad Museum Project, 2003).

It was not only the US and its scientific community that was attempting to solve the problem; UNESCO's branch, The International Coordination Committee for the Safeguarding of the Cultural Heritage has been established to propose seven main points with which it would assist in restructuring and safeguarding processes. Important to note is that out of 25 international members there are three members that are actually Iraqi; moreover the meeting was lead by Iraq's Minister of Culture, Moufid al Jazairi. Hence, although US authorities have been bypassing the yet unformed government which at that time was needed, this committee already established certain key figures that shall assist and provide for the proper management of cultural sites in Iraq with the power of oversight, in great respect towards the Baghdad Museum. The first point clearly and firmly states that the Ministry of Culture will be assisted in institutional reforms, capacity building as well as putting great emphasis the safeguarding of cultural policy to achieve greater cohesion for the protection, conservation and rehabilitation. The second point that was drafted was that the Ministry of Culture shall be assisted concerning its national legislation, by which it will be subject to review and greater

power of enforcement for conservation purposes. Next, the Cultural Ministry shall be helped to devise a conservation plan as well as musicological program with which the museums will increase its sources for research, study and documentation. Another point drafted was the responsibility of Cultural Ministry to devise a cooperation plan where stakeholders and international partners shall revive the libraries and archives in a sense of condition assessment, conservation, provisions of publications, data collection as well as proper training of personnel. Furthermore, this particular point calls for a centralized digital library for the purpose of cataloguing and nevertheless easier access for anyone involved. Another point made was in respect towards archaeological excavations and projects where a call to devise a program with which recording, documentation, condition assessments as well as mapping of archaeological sites could be done. Hence the call for the official national registry is a must under such a guideline. Further guidelines demand that also an emphasis is put on intangible cultural heritage, where the Culture Ministry shall be in charge of promoting oral traditions as well as performing arts. Last but not least, the final point concerned the aid provided to the Culture Ministry, where either through a plan of bilateral or multilateral agreements the aid would be channelled, yet overseen by the ICC (UNESCO, 2004).

By the late 2008, the war has subsided to a point where certain factions of museum could start to be developed and become operational. Undeniably, UNESCO's project for rehabilitation of Iraq's National Museum were realized since the building with many storage facilities needed a restoration as it was damaged by groundwater infiltration, humidity, dust, heat, and even termites. The project's goal is to provide potentially safer working conditions and nevertheless improve the conditions for caring, storing and preparing items for examination or display. (UNESCO, 2007)

It seems that the US authorities felt guilty or at least partially responsible for the destruction as Laura Bush, the first lady, and Samir Sumaidaie, Iraqi ambassador to the US, announced the Iraq Cultural Heritage Project. The project consists of various recommendations and a considerable donation of 13 million US dollars to a non-governmental organization with an additional million provided by the Department of State's Bureau of Educational and Cultural Affairs. The main point of the project is to train the staff in collections management and conservation. More detailed, such a project shall refurbish the National Museum and moreover by creating collection-storage facilities, enhancing exhibition galleries and providing conservation facilities as well as personnel training thereof, the museum shall have greater security and more efficient management. The project has been designed in close collaboration with the Field Museum of Natural History as well as the University of Chicago (Chon, 2008). The US authorities have not quit there however; as troops are still stationed for the peace keeping purposes, the soldiers need to know the culture and environment they are in, not to mention respect it. Therefore an ingenious plan from the US Defence Department came in shape of playing cards. Although the cards are used for entertainment purposes they nevertheless provide a critical source of information. On each card there is either one of the many artefacts, archaeological sites or directions to follow upon discovery of a newly found archaeological site. (Iraq, 2007) Moreover, there are many more groups that have jumped

upon the fast track to recovery. A variety of organizations or individuals have jumped on the project of rebuilding the museum and the management thereof. Some individuals such as Gordon Davis of the Aurora History Museum gave his resignation to be able to travel to Iraq and help with the project. Being the former director of the Aurora History Museum, his expertise within the management of museums is precious to say the least. In fact, the main purpose of Davis is to develop improvements upon staff and exhibition galleries while also carrying the responsibility of building up a Conservation and Historic Preservation institute in Erbil. Indeed, Davis not only has the devotion towards preservation of cultural heritage and museum management, but much needed expertise as he worked on similar projects concerning training of staff and artefacts in Bahrain, for the Bahrain National Museum (Goldstein, 2010).

## **2.7 Help from Technology**

The celebration was evident as the museum reopened in February 2009. Although, specialists and journalists were sceptical about such a feat only half a year before, as well as the Culture Ministry was against such an action, saying that it is still too dangerous, the museum nevertheless opened. Experts are claiming that it is a premature move as many items have not been properly catalogued or displayed. Even though that many galleries and exhibition rooms are still closed and being renewed while a significant amount of exhibition items are enduring conservational processes, the museum is operational to a certain extent, only for scheduled tours (BBC, 2009). The museum received unexpected help from an almost unrelated source. Google Inc. saw an opportunity and capitalized upon it when it announced in November of 2009 that it shall make an online collection of variety of ancient artefacts. Although the Baghdad Museum Project already made the virtual tour of the National Museum as it is available for anyone on the official site of the museum; Google nevertheless offered its services. Moreover, the ploy designed by Google aims at drawing greater attention for investment or as CEO Eric Schmidt explains "I can think of no better use of our time and our resources to make the images and ideas from your civilization, from the very beginning of time, available to a billion people worldwide" (Google, 2009). However, some might criticize such an idea by saying that such an attempt shall result in less people visiting or travelling to the museum. On the contrary, by providing an online virtual tour the museum accomplishes the easy sharing of knowledge while at the same time it is advertising its collection. As one knows, seeing something on paper or in this instance on computer is definitely not the same experience as seeing a 5000 year old item displayed in front of one's eyes.

## **3 THEORETICAL APPROACH TO HARSH REALITY**

The living conditions are improving in Iraq; albeit not perfect the last two years have seen much progress. The elections represented a free Iraq, while the violence subsided dramatically. The government, although still containing ethnic and sectarian rasing, has nevertheless been managing to work out the issues through political means. (USIP, 2010) Moreover, official reports state that as soon as major policy reforms are made and

implemented Iraq may economically prosper, particularly in the retail sector. There also exists the question of massive oil reserves and exploitation thereof as that is currently the biggest economical sector. Furthermore, with the today's need for energy the oil reserves play a major role in developing a nation on a global as well as on domestic levels. (CIA, 2010) As demand for oil reserves grows, the culture shall need its heritage and national identity, hence the National Museum of Iraq, or the Baghdad Museum shall play a crucial role in aspects of cultural identity. Therefore the management of the museum must already be planned for. By comparing and evaluating the management of the museum to currently held criteria towards successful management one might obtain an idea of efficiency and be prepared for the upcoming risks. In entrepreneurial spirit, cultural tourism is a branch that shall need to be taken advantage of sooner or later.

### **3.1 More than Management**

As one thinks of management, the idea of suits and hierarchy come to mind. Yet apart from the basic principles, of planning, organizing, staffing, directing and controlling, there is much more to management. Management developed as a science out of necessity to increase efficiency of organizations. The ancients were familiar with management as demonstrated by Egyptian papyri of 1300 B.C. where great thought was put into administration principles. Moreover, the interest in organizational structure and control is also demonstrated by the Athenian Commonwealth in Greek antiquity.

Probably one of the most successful organizational structures survived more than millennia in the form of Roman Catholic Church. Indeed, the development of hierarchy of authority, specialization of activities and the use of "staff" device all contributed to survival and functionality of the organization. The military also contributed towards development of management, as it applied a key principle of "general staff". The general staff principle has been used in Prussian and French armies since late 18<sup>th</sup> century, and the importance of this principle lies that the group provides to its chief of staff advice, information and auxiliary services (Koontz, 1976). As seen the managerial role of organizations has been evolving through history yet presently due to the globalization effect the management must be rethought once more. The particular case of Baghdad Museum and the management thereof must give room to international collaboration, transparency and particularly accountability on more than one level.

### **3.2 Planning**

Planning is one of the essential functions as concerning management. Planning tends to ask questions of how to get from the starting point to the ending point, or better said how to achieve the set goals. Simply put, it's an intellectual process of decision making based on purpose, fact and understanding of the inside as well as outside environment. Furthermore, there are varieties of planning such as setting objectives, forming policies, developing strategies, establishing rules, programs and nevertheless keeping in mind the budget. Hence, the efficiency of policies and programs designed for the Baghdad Museum shall be looked over on the basis of success in areas of offsetting uncertainty, attention to objectives, gaining

operation and facilitating control (Koontz, 1976). Important to note is that much of the planning was based on short-term goals as there are too many uncertainties for the future, yet the main long term goal is evident as the museum needs to be operational eventually.

Amongst such programs as Baghdad Museum Project, UNESCO's recommendation policies for rehabilitation and management of the museum designed by ICC, US support from the US Department of State as well as variety of Universities and Committees the objectives revolved around three main points; the recovery of stolen artefacts, refurbishing and repairing of the museum and nevertheless establishing an operational atmosphere, either through virtual or physical means. To a certain extent the planning has paid off although there is still much work to be done in variety of areas. For instance, the Baghdad Museum Project achieved its objectives as the virtual tour of the museum is established and amateurs as well as professionals may interact. Although items do need to be continually added as new classifications of artefacts are made, the project has been seen as a success. UNESCO's project at rehabilitation of storage areas has also been an accomplishment; at a cost of 375,000 Euros the project has made the repair of about 12,600 square meters of storage space possible and that only in one years' time while in a wartime environment. Even though the project has been seen as a success, the sad reality remains that there is much more refurbishing, repairing and cataloguing needed to be done. It's true that one starts on a small scale and builds up, yet a project with greater objectives would have been beneficial. Yet in defence of the project, it has nevertheless been prudent to start small as the uncertainty of a violent attack would have sent funds flying out the window. Also The Iraq Cultural Heritage Program seems to have been helpful; not only in providing funds and willingness to cooperate but nevertheless to reopening of the museum; even though only partially. The efforts of international organizations such as Interpol and FBI as well as local police must not be forgotten. In apprehension of criminals smuggling stolen artefacts and recovery thereof an effort was made. Although, about half of stolen artefacts have been returned to the museum, realistically speaking this is much more than the predicted result. Indeed, recovery has succeeded beyond many expectations. However, securing and protecting of the heritage sites and the artefacts seemed to get lost in the translation. As reported by the New York Times, after the US troops were departing in 2008, the formation of an antiquities police force was to be established, 5,000 strong one might add. The result was not much different from attempting to grow a tree in a scorching desert. Presently the intimidating force holds about 106 officers and enthusiasm can be felt in the words of Brig. Gen. Najim Abdullah al-Khazali "I am sitting behind my desk and I am protecting the sites. With what? Words?" (Myers, 2010).

Unfortunately, one thing concerning planning must be pointed out. In many of the programs and policies both US institutions or authorities are involved and although the objectives are often noble, the results often tend to be opposite. The case of establishing a military camp at Babylon and permanently destroying or ruining the archaeological site, not protecting cultural heritage sites during wartime as dictated by international law and The Hague Convention of 1954 and not responding to calls of help when the National Library was set on fire, surely

portrays mixed messages. Indeed, it seems that the objective is solely to establish a public opening of the museum for propaganda purposes as oppose to safeguarding cultural heritage through operations of the museum. It is a great contradiction to have a military base in the midst of Babylon while funding for the restoration of National Museum. After the pillaging of the museum the artefacts are needed for the successful operations, therefore the greatest problem lies between the US Department of Defence's objectives and the ones of UNESCO as well as various universities.

The efficiency of planning has helped Iraq's National Museum to the operational state; however when looking in terms of offsetting uncertainty the ICC's recommendations are the only noteworthy ones. As concerning the museum, attention to its reopening and operational state have been achieved and certainly focused on, yet the ability of safeguarding the items has been less than satisfactory. Gaining economical operation has been a challenge, yet this is not due to planning or policies as it is due to the circumstances of war. However, recently a fair amount of funds and aid have been gained while the process of attracting investments is being worked towards. In addition, the museum tours do bring some, although little, profit to the organization. As for the criteria of facilitating control, that has been achieved half way as there is a lack in resources. On the other hand some of the employees have resumed on excavation projects, restoring exhibits of the museum as well as artefacts.

### **3.3 Organizing**

By definition, organizing is the process of making order out of chaos, providing for collaboration and solving disputes, problems or responsibility issues. Moreover, two principles govern successful organizing. The first, the Principle of Unity of Objective, urges the organizational structure to provide individuals with accomplishing the organization's goal. The second, the Principle of Efficiency, seeks to provide the opportunity to individuals in achieving the goal with minimum costs incurred (Koontz, 1976). In the case of the Baghdad Museum organizing is at a setback. Besides the so common internal disputes based on party affiliation or certain religious belief as in the case of Sunni and Shiite Muslims, the problem stretches into much greater scope.

It is evident that both of the principles have failed to be established. Museum's call for preservation of artefacts and its physical state are the two objectives that seemingly everyone agrees and works towards, yet except for few exceptions, individuals have struggled to actually achieve that. The Museum had internal problems before the war began as demonstrated by the evidence of an inside job found in the aftermath of the looting. In addition, many employees of the museum accused the chairman of the Iraqi State Board of Heritage, Jabir Khalil, as they staged the protest (Times, 2003). Moreover, to displace artefacts while storing them and finding them years later is unjustifiable. Furthermore, not cataloguing and accounting of the found artefacts is also not the best way of efficiency yet the management of the museum can barely be blamed. The sheer number of artefacts from 12,000 archaeological sites is mindboggling, not to mention that international help from academics or scientists could not come into consideration as sanctions made post first gulf

war prohibited that. Presently with the issues of lack of funds, experts, staff, data and the potentially dangerous workplace the museum is modest in its ways of organizing.

Another challenge for the museum is its top management as it consists of two parts; Iraq State Board of Antiquities oversees the museum while the museum itself is directed by its administration office; in comparison to a corporation, board of the directors would be the former, while the latter could be considered a CEO. Semantics aside, the Iraqi government is still fairly corrupted. The corruption scandal echoes as thousand of government officials were sought after with arrest warrants in mid 2009 (Kami, 2009). Indeed, even the man in charge of investigations into antiquity cases for the main province the Dhi Qar, inspector Abd al-Amir Hamdan, was arrested and imprisoned for corruption charges. Unfortunately, his sentence did not last more than three months, while the replacement was his political associate from the Islamic Virtue Party (Senanayake, 2006).

### **3.4 Staffing**

It is evident that any organization needs staff or employees to be opened for business. Except for the top, middle and low managers as well as labour workers, the museum needs special consideration for academics, scientists and intellectuals that may unravel mysteries of history. One of the most important objectives to achieving a prosperous working environment is to provide safety. Hence, the conditions in Iraq are not quite formidable.

According to various academics that work with organizations such as Brussels Tribunal, the 19-page report claims that since the start of the war 446 assassinations have been carried out on academics, while presuming to be forcing up to 2000 of them to immigrate (Varea, 2010). The killings have hampered the motivation of many intellectuals to the point where universities and governments have problems functioning (Crain, 2005). Therefore, the staff of Baghdad Museum is limited and survival is of greater importance than a promotion. However, as scientists have left and are unwilling to return, institutions such as the Walters Art Museum are setting up academic projects with which retraining of employees and the training of conservationists can proceed. (McCauley, 2010) Although good will has been shown, the lack of funds and the unsafe working conditions retard the process of reviving the museum to its original state. The dilemma of staff working shall continue till order is achieved, and even then it is questionable as the hand of corruption has its price and influence.

### **3.5 Directing**

When one is talking about directing, one refers to the process of motivating, communicating and leading an organization. The museum is being directed by its policies and the administrative office. The motivation of preserving the items and the museum itself is more than enough for majority of the staff. Communication amongst employees themselves seems to be in order as much international cooperation and whistle blowing has been witnessed. The breakdown of communicating occurs between security authorities, Iraqi state board of antiquities and the administrative office. Either due to corruption, safety, extortion, financial



or political gain the communication process is not efficient, clear, concise or complete. Moreover the funds for the operations of the museum come from those committees and panels leading to a direct loss and incapability of proper functioning of the museum.

### **3.6 Controlling or Monitoring**

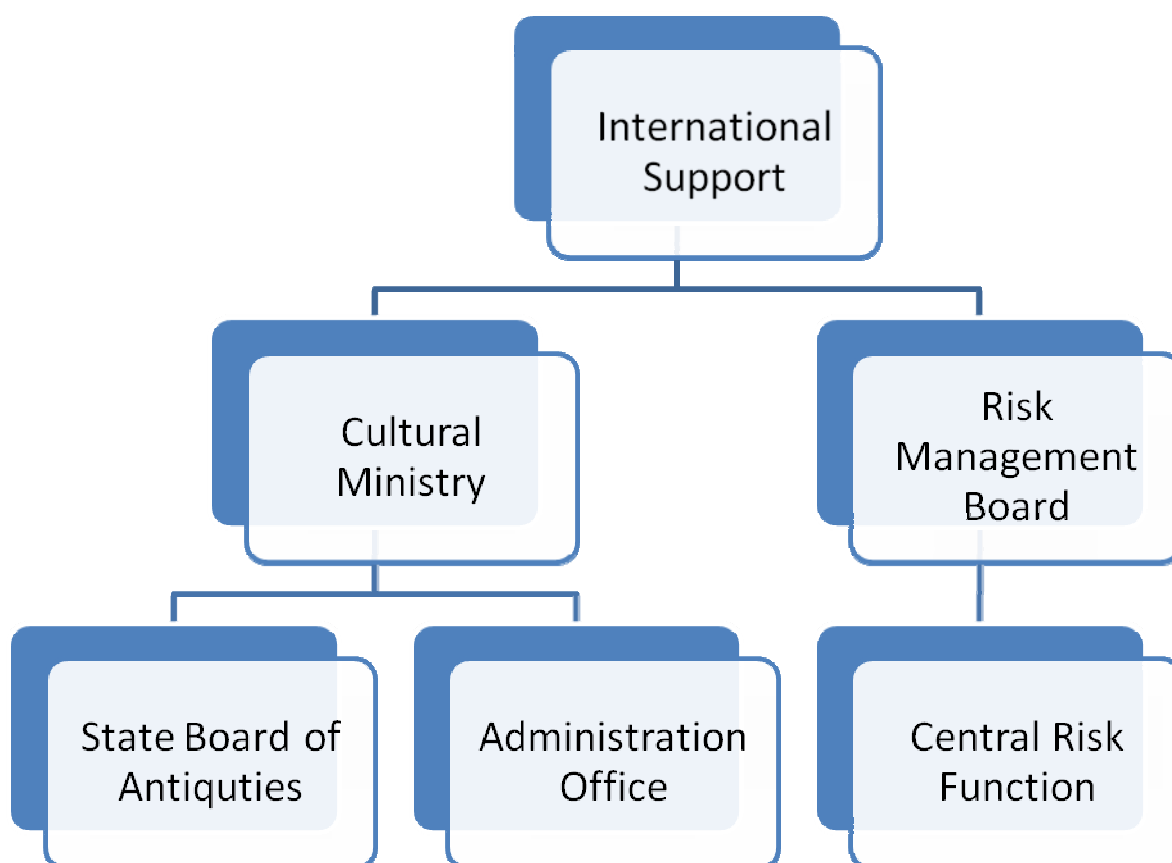
As one might presume, controlling and monitoring deals with observing the functioning process of an operation or business; by comparing results to the set goals and making corrective adjustments one may insure successful continuous and prosperous operations. Drawing upon the case of Iraq, it may generally be said that control is lacking; yet the museum is a different story. By voicing concern and requesting help from a variety of international institutions the responsibility and image of those had to be protected. Possibly due to potential media scrutiny or the unpredictability of the war situation, the monitoring of museum's restoration has been successful as it has reopened. The operations of the museum are also under the watchful eye of UNESCO, yet the issue is not in monitoring as so much as in adjustment policies, particularly when it comes to the funds due to already mentioned reasons of corruption as well as social and political instability.

### **3.7 Enterprise Risk Management**

As companies and organizations are expanding and facing an ever greater uncertainty the call for a special branch of management is needed. Enterprise Risk Management refers to a branch solely in charge of evaluating and predicting risk. Although such management techniques have existed since 1980's they have recently evolved out of their traditional confinements. Presently, risk management is categorized into three categories, that being the strategic, which focuses on results compared to company's objectives, functional refers to minimizing risk and process describes the actions taken. Hence, the purpose of risk management is to identify potential risk, predict the influence it shall have on functioning of the business, forming a plan to deal with the risk, implementing the plan and holding the ones in charge as responsible figures. Moreover, the benefits of risk management may be summed up into seven main points. By recognizing the upside of risk, one does not view risk as a threat, but more of an opportunity for improvement. Identifying risk owners provides a responsible figure in terms of accountability. To align risk accountability or group variety of risks under a single owner is to provide the organization with the ability to correlate risk with its business model. Forming a central risk function is done by assigning a figure in top management that shall support risk owners to manage risk. Further benefits of enterprise risk management lie in creating a knowledge warehouse; which is a decision support system that is constructed so that risk may be identified and its influence may be evaluated. Moreover, this provides the organization to further study risks that are incurred or might be incurred in the future. Another benefit is that of involving higher management; higher management already receives internal audits as a feedback on its operations; therefore risk management proposes that a feedback in terms of risk audits be provided for greater and more effective functioning. Lastly, by making a standard risk evaluation process the organization focuses on affirming the decisions to retain, transfer, reduce and avoid exposure to risk (Hampton, 2009).

The application of an enterprise risk management model to the Iraq National Museum is essential. There is more than one reason that the museum needs such a branch. One reason is that the upside of risk is not appreciated in Iraq. It may be easily demonstrated as when the looting happened greater amount of individuals and organizations became aware, with that came international recognition for aid. Secondly, the risk management branch would also coordinate which materials that have been excavated need most urgent help. Additionally, the assessment of where it is safe to pursue excavation projects and in what manner to do so could be covered. Moreover by establishing the risk management branch, accountability and transparency of fund transactions may also lead to down spiral effect of corruption. The benefits of such a system are virtually endless, especially in the case of the museum. Security, refurbishing, cataloguing and other necessities that must be taken care of could well be more intensive and efficient under such a system. Some might raise the question of funding the branch as funds are one of the key barriers to successful management of the museum. The response is simple as such a branch could always be outsourced to other organizations or companies. The table (Table 1) below provides a structural perspective upon the management process of the museum if enterprise risk management is to be implemented.

*Table 1: Organizational Chart for Potential Implementation of ERM.*



## CONCLUSION

Once thought of as cradle of civilization, Iraq has become a grave of human heritage. It is no wonder that special attention has been given to evaluating the management of the Baghdad Museum as it is most needed for the preservation of our own heritage. Many would be appalled by the destruction of such monuments as Stonehenge, Giza Pyramids or the Great Wall of China, yet after a mass media thunder created, the Iraq National Museum has been almost forgotten. The management thereof has suffered due to lack of strategy, staff, funds, security and all out destruction. Is it not time to establish management that shall base on principles of efficiency, transparency and operate in accordance with international support as oppose to be dependent upon corrupt officials and authority figures?

Indeed, in a post war scenario cultural tourism is not only vital in shaping citizens' pride but nevertheless a key component of a developing Iraq. The museum's present focus is to be operational and although it has re-opened it is far from being a profitable business. Therefore an international effort must continue towards restructuring while the corruption must be managed adequately. By following the traditional model of management and combining it with a risk management branch may result in quicker recovery. By addressing security issues and managing them through risk assessment more academics might participate in re-establishing the museum to its pre-war state. Such step would lead to a chain event, where establishing security would result in more scientists pouring into the country to cooperate on projects and provide the museum their expertise. Moreover, as academics would study and research, international organizations might be willing to work on joint ventures which would result in greater funds and larger projects.

The time is long overdue to help the museum, yet it's never too late to do something about it. By remembering that most of "our" knowledge has been born in Mesopotamia the responsibility befalls on each individual to strive for a management that shall be based on dispersing knowledge and wisdom as oppose to being ruined by political and economical interests of Zionist led policies. In conclusion, let us not take the quote of Renzo Piano literally "A museum is a place where one should lose one's head".

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