

INTERNATIONAL CENTRE FOR THE STUDY OF THE PRESERVATION AND RESTORATION OF CULTURAL PROPERTY

Annual Report **November 2014 – October 2015**

ICCROM Newsletter 41





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Director-General's Message



Dear members and friends of the ICCROM community,

It is particularly challenging in these times to find words of encouragement for the conservation world. News arrives day after day from Syria, news of ongoing destruction of millennial monuments – glorious remnants of past civilizations – or of the brutal killings of scholars, such as Khaled al-Asaad, who dedicate their lives to caring for this heritage.

This has been another difficult year for the Arab region, with attacks on cultural heritage in Syria and Iraq, in Yemen and Libya, and in Tunisia with the assault at the Bardo Museum. At the same time, all around the world, living heritage is disappearing from cities and rural areas emptied out by conflicts, war and poverty, feeding an exodus of migrants and refugees that we see on television every day, together with the accompanying tragedies, the reactions of fear, selfishness, racism.

And yet, in this scenario of foreboding, many European cities have witnessed an unexpected and growing movement of solidarity, going beyond even the hopes of its inspirers from both religious and secular worlds, and opening up societies at first reluctant to welcome these people on the move.

ICCROM has long proposed and implemented programmes in collaboration with generous partners to help people struggling to preserve their cultural heritage, as a means of clinging to and preserving their own identity even when difficult circumstances force them to emigrate. It is precisely then that cultural heritage, both of the countries of origin and of the lands of refuge, can and must become the common ground for sharing knowledge and mutual respect. Heritage can help overcome the unavoidable difficulties of living together, and it can foster diversity.

This is the truest meaning – or at least the one that most appeals to us – of the term World Heritage. ICCROM was born from the need to study and preserve heritage in its physical nature, but we have learned that it is equally important to preserve its spirit. In today's world, in the memory of those who have left, of the children born far from home, this spirit can be tended, and the desire of host nations to know the spirit of these foreign cultures can also be cultivated. For this spirit is stronger than any destruction; it is the only spirit which justifies and makes the reconstruction of destroyed heritage a necessity.

We believe these ideas should be shared by a growing number of people and an

even greater number of governments, so that their policies might be so inspired and enriched. For this reason we think that the increase in ICCROM's Member States is a significant sign of progress (a difficult word to use after the twentieth century). The Russian Federation has brought into our community its many peoples with their rich and diverse heritage, and other nations are considering adhesion. There is no lack of difficulties, nor will there be in the future for a small organization like ours, yet our ambition is large and our dreams are immense. And the mounting debt that the present is incurring with the future obliges us to believe firmly that these dreams can be achieved.

A handwritten signature in white ink, appearing to read 'Stefano De Caro'.

Stefano De Caro

Director-General of ICCROM



Results-Oriented Target Indicators: 2014 – 2015 Biennium

What we have achieved

Target indicators in the Programme and Budget for the 2014 – 2015 biennium outline the following expected results:

In the period of November 2013 – October 2015 the following results were achieved:

10 – 12 courses will be implemented	29 courses were implemented
43 – 53 weeks of courses will be carried out	82 weeks of courses were carried out
145 – 180 professionals will be trained	487 professionals were trained
85 – 117 resource persons will be engaged in training activities	341 resource persons were engaged in training activities*
4 – 8 fellows and visiting researchers will be hosted at ICCROM	8 fellows were hosted at ICCROM
4 – 8 interns will be hosted at ICCROM	31 interns were hosted at ICCROM

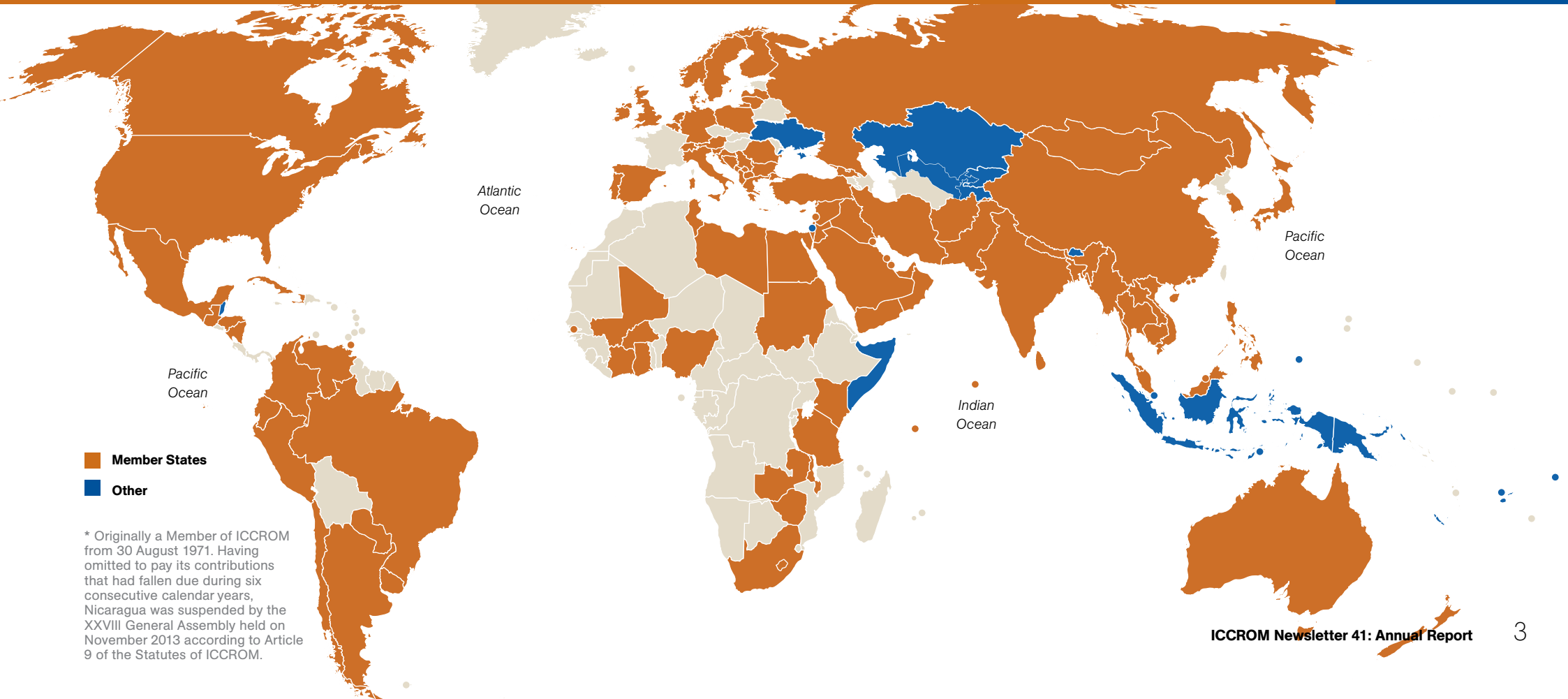
* Resource persons can include instructors (ICCROM staff, in addition to locally and internationally recruited lecturers), administrative staff and course assistants, guest speakers, local craftsmen and all individuals who contribute to the enrichment of a course and the training of its participants. They may be funded by ICCROM or partner organizations, or may contribute their expertise on a voluntary basis.

Oaxaca, Mexico. Image: Valerie Magar

ICCROM's Training 2014 - 2015: who benefited?

Afghanistan	Canada	Georgia	Jordan	Mexico	Philippines	Sudan	United Republic of Tanzania
Albania	Chile	Germany	Kenya	Mongolia	Poland	Sweden	United States of America
Argentina	China	Ghana	Kuwait	Montenegro	Portugal	Switzerland	Uruguay
Australia	Colombia	Greece	Lao People's Democratic Republic	Myanmar	Qatar	Syrian Arab Republic	Venezuela
Austria	Cote d'Ivoire	Guatemala	Latvia	Nepal	Republic of Korea	Thailand	Viet Nam
Bahrain	Croatia	Haiti	Lebanon	Netherlands	Romania	The Former Yugoslav Republic of Macedonia	Yemen
Bangladesh	Cuba	Honduras	Lesotho	New Zealand	Russian Federation	Trinidad and Tobago	Zambia
Belgium	Cyprus	India	Libya	Nicaragua*	Saudi Arabia	Tunisia	Zimbabwe
Bosnia and Herzegovina	Denmark	Iran (Islamic Republic of)	Lithuania	Nigeria	Serbia	Turkey	
Brazil	Ecuador	Iraq	Malawi	Norway	Seychelles	United Kingdom of Great Britain and Northern Ireland	
Brunei Darussalam	Egypt	Ireland	Malaysia	Oman	South Africa	United Arab Emirates	
Bulgaria	Finland	Israel	Maldives	Pakistan	Spain		
Burkina Faso	France	Italy	Mali	Paraguay	Sri Lanka		
Cambodia	Gambia	Japan	Malta	Peru			

Belize
 Bhutan
 Fiji
 Indonesia
 Kazakhstan
 Kyrgyzstan
 New Caledonia
 Palau
 Palestine
 Papua New Guinea
 Samoa
 Singapore
 Somalia
 Tajikistan
 Timor-Leste
 Ukraine
 Uzbekistan



Member States
 Other

* Originally a Member of ICCROM from 30 August 1971. Having omitted to pay its contributions that had fallen due during six consecutive calendar years, Nicaragua was suspended by the XXVIII General Assembly held on November 2013 according to Article 9 of the Statutes of ICCROM.



Disaster and Risk Management

Instinctively, we tend to associate the term “disaster” with the term “rare”. Yet recent years have demonstrated that on the international scale, disasters are frequent, inevitable, and can indiscriminately affect any form of cultural heritage.

At ICCROM, we play an active role in coordinating the post-disaster efforts of the international heritage community and in promoting data collection and exchange. We provide training opportunities for cultural heritage professionals and humanitarian workers.

At the same time we promote the development and diffusion of tools to safeguard collections through preventive conservation. We create resources and initiatives for reorganizing museum collections in storage and offer training on risk management and decision making.

This year has unfortunately seen the destruction of many cherished heritage sites and museums, as both the consequence of intentional damage during conflicts and as a result of natural

disasters. Much emphasis has been placed on assisting our affected Member States through capacity building with their heritage professionals, humanitarian workers, and the local community. In collaboration with partners, ICCROM offered training in First Aid to Cultural Heritage in Times of Crisis in the Netherlands to a group of heritage workers from around the world, and again in June, in Nepal in response to the devastating 25 April earthquake. In addition, substantial training has taken place for colleagues in Syria, Iraq, and Libya through the ICCROM-ATHAR Regional Centre, which is further elaborated upon on page 18.

Nepalese army helping salvage destroyed heritage. Image: Tapash Paul/Drik

First Aid to Cultural Heritage in Times of Crisis (FAC 15)

30 March – 24 April 2015

This past spring, 20 professionals from risk-prone areas such as Guatemala, Haiti, the Philippines, Syria, and Ukraine convened in Amsterdam to participate in the international course on First Aid to Cultural Heritage in Times of Crisis (FAC), jointly organized by ICCROM, the Smithsonian Institution, the Netherlands National Commission of UNESCO, and 11 national institutions including the Netherlands Ministry of Education, Culture and Science. The course aimed to equip proactive cultural “First Aiders” with the necessary skills and knowledge to work with communities and other mainstream emergency actors to protect cultural heritage amidst an unfolding crisis situation.

Throughout the intensive four-week course, participants learned the three steps of the First Aid Framework (context analysis, on-site survey, and security and stabilization actions) and the ways in which they are applied to a given complex emergency situation. Guest lecturers from around the world offered information on humanitarian agencies and how they work, risk identification, heritage law, and how to handle damaged objects. Past FAC graduates were also in attendance to speak about the actions they have taken within their regions since completing the course, providing the current participants with an established First Aid professional network.

At a time when cultural professionals are increasingly being called upon to respond to cases of extreme emergency, it is courses like FAC that aim to give them the experience and confidence to make the best decisions towards safeguarding the collections, buildings, and the culture for which they care. “Each of us will take something different from these four weeks,” says Samuel Franco Arce, a participant from Guatemala, “*but we agree that we ALL have something we can do back home for heritage that is threatened by crisis.*”

Toward the end of the course, participants responded to a hypothetical scenario given during an exercise at Fort Markenbinnen, outside Amsterdam. Under the guidance of several trainers, the fictional yet realistic simulation helped to address the question many ask: *what can I do to protect my cultural heritage in the event of a crisis?* Following the course, participants were invited to submit proposals to carry out projects in their respective countries. The short-listed proposals will receive seed grants from the Cultural Emergency Response Programme of the Prince Claus Fund, in the Netherlands.

Partners: Blue Shield Netherlands; Centre for Global Heritage and Development, Netherlands; Dutch Culture Centre for International Cooperation, Netherlands; Helicon Conservation Support, Netherlands; HKV Lijn in Water, Netherlands; Leiden University, Netherlands; Ministry of Education, Culture and Science, Netherlands; Municipality of Amsterdam, Netherlands; National Museum for World Cultures (Tropenmuseum and Museum Volkenkunde), Netherlands; Netherlands Cultural Heritage Agency; Netherlands National Commission for UNESCO; Peace



Swayambhunath Stupa, Kathmandu, Nepal. Image: Tapash Paul/Drik

Palace Library, Netherlands; Prince Claus Fund, Netherlands; Reinwardt Academie, Amsterdam University of the Arts, Netherlands; Smithsonian Institution, United States; Stadsherstel, Netherlands; UP learning, Netherlands; and War Child Netherlands.

First Aid to Nepal's Cultural Heritage From response to recovery and risk reduction

Why waste time organizing training amidst a crisis where there is widespread damage to cultural heritage and when human resources are already stretched thin? Present this question to Nepal's heritage professionals and they would answer it most earnestly: “We were unprepared to deal with such a large scale emergency;

we needed guidance for salvaging or going into unsafe buildings and rescuing objects”, says Mimi Pradhan, curator at the Chhauni National Museum in Kathmandu.

On 25 April 2015, Nepal, an ICCROM Member State since 1969, was struck by a massive earthquake which was followed by a series of aftershocks. Nepal's Great Quake, as the local media termed it, caused widespread destruction and immense loss of life. The resultant humanitarian crisis in the country was accompanied by an equally extensive cultural emergency. The Department of Archaeology (DOA) has recorded damage to over 1 000 cultural heritage sites. These include palaces, historic city squares, temples, monasteries, museums, and libraries.

As the news of this disaster broke, ICCROM, ICOMOS-ICORP, and their combined network of heritage professionals joined forces to produce the Kathmandu Cultural Emergency Crowdmap (<https://kathmanduculturalemergency.crowdmap.com>). The aim was to gather ground level reports of the damage to cultural heritage. This work helped to first prepare a consistent situation overview and later forge an international alliance of partners (see below) to undertake on-site assessment. It also provided assistance for salvaging and stabilizing movable and immovable cultural heritage.

Over a period of one month (25 May - 23 June), ICCROM and its partners organized the field-based training of 45 individuals, including curators, museum directors, documentation specialists, structural engineers, architects, stone masons, artisans, and army and municipal personnel. Through two focused workshops, and the use of both a museum and a shrine located in the historic Hanuman Dhoka Palace Complex and atop Swayambhu Hill, respectively, the participants developed and tested work flows for emergency documentation and evacuation of objects from an unsafe structure; carried out salvaging and identified temporary storage of artefacts and architectural heritage fragments; and participated in field training for the structural stabilization of a heritage building. The tailored solutions and work flows were captured in Nepal in order to assist the DOA in standardizing the stabilization of cultural heritage over the next few months.

Besides preparing an emergency task force to assist the DOA, the team held a workshop on handling and transporting cultural objects for the Nepalese Army. With the help of local NGOs, the team also held a training session for young volunteers on salvaging architectural heritage fragments and systematically storing them in safe locations. The ground level experience in Nepal was unique, in that for the first time international cultural heritage institutions amalgamated resources to deliver this zero hour capacity building initiative. It certainly gives hope for the future, as it has brought us one step closer to developing an Inter-Agency Standing Committee for Culture!

Partners: Centre for Safety and Security of Heritage Structures of the Indian Institute of Technology, India; Cultural Emergency Response Programme, Prince Claus Fund, Netherlands; International Council on Monuments and Sites – International Scientific Committee on Risk Preparedness (ICOMOS-ICORP); International Council of Museums (ICOM); Ritsumeikan University, Japan; Smithsonian Institution, United States; and University of Porto, Portugal.

International Training Course on Disaster Risk Management of Cultural Heritage (ITC 15) 12 – 28 September 2015

The tenth International Training Course on Disaster Risk Management of Cultural Heritage recently took place in Japan. Attended by 16 participants from 15 countries, this year's course focused on the protection of cultural heritage from disaster risks due to earthquakes and floods.

Collapsed facade of the Holy Trinity Church in Bohol, Philippines, damaged in 2013 earthquake.





While the vulnerability of cultural heritage is increasing, there are countless examples of traditional knowledge that have evolved within communities, which demonstrate that cultural heritage can be an effective source of resilience. Through accumulated wisdom, communities have developed effective indigenous mechanisms for dealing with earthquakes and floods rather than trying to resist them exclusively through technocratic measures.

This course explored these traditional knowledge systems together with prevention and mitigation, emergency response, and interventions for long-term restoration and rehabilitation of heritage following disasters. Site visits supplemented the classroom discussions, allowing participants to view demonstrations and learn first-hand through practical activities at various locations in Kyoto, Kobe, and Tohoku.

At the end of the course, participants presented an outline for a disaster risk management plan for a cultural heritage site in their own country, developing a short disaster scenario, a site assessment, and a strategy for prevention, response and recovery. These strategies were then presented to a jury for final evaluation.

The course was implemented by the Institute of Disaster Mitigation for Urban Cultural Heritage at Ritsumeikan University (the UNESCO Chair Programme on Cultural Heritage and Risk Management) in partnership with ICCROM, the UNESCO World Heritage Centre and the ICOMOS International Committee on

Risk Preparedness (ICORP). Additional financial support provided by the Toyota Foundation allowed an increased number of participants, as several participants received scholarships.

Partners: International Council on Monuments and Sites – International Scientific Committee on Risk Preparedness (ICOMOS-ICORP); Ritsumeikan University, Japan; and the UNESCO World Heritage Centre (WHC).

Cultural Heritage and Disaster Resilient Communities

3rd United Nations World Conference on Disaster Risk Reduction

Cultural heritage is increasingly recognized as a driver of resilience that can broadly support efforts to reduce disaster risks. In the same way that biological diversity increases the resilience of natural systems, cultural diversity has the capacity to increase the resilience of social systems, as it is the result of centuries of slow adaptation to the hazards that affect local environments. The maintenance of cultural diversity into the future, and the knowledge, innovations, and outlooks it contains, increase the capacity of human systems to adapt to and cope with change.

The level of preparedness for all types of cultural heritage with regards to disaster risks is still very low in all regions of the world, yet cultural heritage could potentially constitute a major resource on which to establish sustainable social development, economic growth, and community resilience.

To understand the gaps, ICCROM in collaboration with its partners held the International Expert Meeting on Cultural Heritage and Disaster Resilient Communities. The meeting took place within the framework of the 3rd World Conference on Disaster Risk Reduction (WCDRR) in Japan and consisted of:

- the Tokyo Strategy Meeting (11 – 13 March in Tokyo) to discuss ways in which cultural heritage could be better integrated with the Sendai Framework for Disaster Risk Reduction 2015 – 2030 and
- the 3rd WCDRR Intergovernmental Working Session on Resilient Cultural Heritage (15 March in Sendai) aimed at increasing awareness of the relationship between resilient cultural heritage and resilient communities, as a means to implement a post-2015 framework for disaster risk reduction.

As the focus of the meeting was on information exchange and awareness raising, organizations submitted a series of exhibition panels to facilitate networking and inspire new partnerships.

Partners: Agency for Cultural Affairs of Japan (ACA); International Council on Monuments and Sites – International Scientific Committee on Risk Preparedness (ICOMOS-ICORP); International Council of Museums – Disaster Relief Task Force (ICOM-DRTF); National Institutes of Cultural Heritage (NICH), Japan; and UNESCO.

Preventive Conservation

Since the early 1970s, ICCROM has actively promoted the development and dissemination of preventive conservation as a means of safeguarding collections. The concept is now well-known and has been adopted worldwide. However, improving conditions and ensuring access to collections, while making the best of existing resources, remains a challenge for many institutions around the world. Drawing upon partnerships at national, regional and international levels while at the same time remaining sensitive to cultural contexts, ICCROM continued this year to propose initiatives for reorganizing collections in storage (RE-ORG) and for applying risk management to decision making in preventive conservation.

RE-ORG: a methodology making headway worldwide

RE-ORG is a methodology developed by ICCROM to help small and medium-sized museums reorganize their collections in storage. Institutions worldwide are experiencing a significant increase in the size of their collections while at the same time dealing with a lack or improper use of spaces available to house them. Exacerbating this situation is a lack of awareness among decision makers. These challenges have gradually put more than 60% of collections in storage at a serious

risk¹. In response to this pressing issue, ICCROM Member States at the 27th General Assembly in November 2011 recommended the establishment of an international RE-ORG training programme. ICCROM therefore launched an extensive call for proposals in 2013 to find regional and national partners and received 44 letters of interest.

Strong partnerships were forged in 2014 between the Canadian Conservation Institute (CCI) and the Central Institute for Conservation in Belgrade (CIK), Serbia. The CCI opted for remote mentoring, engaging one province at a time; the CIK launched a regional workshop that also combined remote mentoring. Now in 2015, two new partners have joined the initiative: the Royal Institute of Conservation (KIK-IRPA) in Belgium which will carry out a national project ending in 2016, and the Indira Gandhi National Centre for the Arts in India, which this year is focusing on museums in Rajasthan.

RE-ORG's reach does not end here. As part of a collaboration with the Chinese State Administration for Cultural Heritage (SACH), ICCROM and Chinese partners organized an international course 14 – 25 September 2015, in Chengdu, China, which trained museum professionals from



Reorganization of the Wuhou Shrine Museum's storage in Chengdu, China.

Burkina Faso, China, Egypt, Fiji, Greece, Guatemala, Mexico, Nigeria, Poland, and Portugal. These professionals have learned the RE-ORG methodology and will be able to develop projects in their respective countries.

RE-ORG training is very hands-on and practice-oriented, with each experience working to further refine the methodology and training strategy. For this reason, ICCROM proposes different formulas as needed, whether in the form of seminars for trainers, employee workshops using a

museum's collection, or distance learning where participants carry out RE-ORG projects in their own context. Each new project allows ICCROM to engage former participants and trainers in new projects, in this way strengthening the networks of exchange.

Partners: Canadian Conservation Institute (CCI), Canada; Central Institute for Conservation in Belgrade (CIK), Serbia; Chinese Academy of Cultural Heritage (CACH), China; Indira Gandhi National Centre for the Arts, India; Royal Institute of Conservation (KIK-IRPA), Belgium; and State Administration of Cultural Heritage (SACH), China.

¹ ICCROM-UNESCO Survey, 2011

Integrating Material Science and Technology with Conservation

At ICCROM, we work to foster strong relationships between scientists involved in cultural heritage research and other conservation professionals, in the aim of more expansive collaboration across continents and disciplines. We also promote and offer training on the conservation of specific collections and materials, from stone to paper to digital media.

The 19th session of the International Course on Stone Conservation was held in Rome this past spring and our annual International Course on the Conservation of Japanese Paper took place once again this past summer in Japan, held in partnership with the National Research Institute for Cultural Properties. Preparations are also underway for the 2016 edition of our course on Wood Conservation Technology, to take place next spring in Oslo, Norway at the headquarters of the Norwegian Directorate for Cultural Heritage.

While demand remains high for our long-held courses, we are also exploring new frontiers in conservation. Current research is investigating the creation of indicators for the impact of heritage science. This project was born from the success of the 2013 Forum on Conservation Science, as the

topic of measuring impact was a major point of discussion during the event.

Following the success of four international courses on the conservation of sound and image collections, the SOIMA project launched an international conference which brought together a variety of actors and luminaries from the creative industries, the business world, and cultural organizations.

Also important for summer 2015 was the second edition of the International Summer School on Teaching Skills in Conservation and Science, which brought together professionals from a variety of countries and backgrounds to explore the potential of different didactic approaches to learning.



Participants of the International Course on Stone Conservation.

International Course on Stone Conservation (SC 15) 15 April – 3 July 2015

On 3 July, 20 mid-career professionals completed their 11-week training in Rome with the joint ICCROM-Getty Conservation

Institute (GCI) course focusing on theoretical and practical aspects of stone conservation.

The Stone Course participants spent approximately 720 hours learning about stone characterization, consolidation, conservation, structural repair, graffiti



Participants of the International Summer School on Communication and Teaching Skills in Conservation and Science.

removal, and non-destructive analytical techniques. In addition, over 40 worldwide experts provided multiple inputs and teaching approaches.

Towards the end of the course, participants were led to complete eight conservation projects on gravestones and sepulchral monuments at the Non-Catholic Cemetery in Rome. Under the joint guidance of staff from ICCROM, the GCI, and the Non-Catholic Cemetery, the participants successfully put their knowledge and experience into practice, combining technical solutions with ethical and aesthetic considerations.

Now back in their home countries, they've expressed various feelings and opinions about the impact the course has had on their personal and professional lives. Dominic from Hong Kong, posting the final course photo taken in front of Santa Cecilia Church in Trastevere on Facebook, said: *"Even though I am working alone in my office, I do not feel lonely, as I keep sharing questions with my Stone Course colleagues."*

Partners: Getty Conservation Institute (GCI), United States; and in cooperation with the Non-Catholic Cemetery in Rome, Italy.

Communication and Teaching Skills in Conservation and Science 13 – 24 July 2015

The International Summer School, held in Rome in July 2015, offered a group of 26 colleagues from around the world an opportunity to explore and engage with different aspects of processes pertaining to learning and teaching. Two intense weeks of shared time and space in the sweltering heat of Rome were a memorable occasion for reflection and for revisiting previously-held beliefs by participants and team members alike.

Successful interdisciplinary collaboration is essential for meaningful conservation actions. A shared understanding of the core principles of the diverse fields involved is the basis on which such collaboration is built. The more that is learned together with others, the more likely these individuals will be able to work in collaboration with others.

During the working life of any conservation professional it will inevitably be necessary to learn and put into practice new, unexpected skills. The Summer School aims to nurture an approach in which the participants are not afraid to try new things. The challenges and opportunities offered by new types of emerging heritage, new materials, new stakeholders, and fresh aims for conservation actions can be embraced as opportunities to participate in the development of conservation professionals of the future, whatever their discipline.

The two-week Summer School offered an opportunity to accumulate new ideas and energy. As one participant put it, *"This course helped us to improve our communication and teaching skills, to look at conservation education from a different angle, and to be comprehensive in our approaches. What a wonderful way of learning about learning!"*

We trust that the community of learning and teaching worldwide will be enriched by both the large and small innovations in learning that have been set in motion in Rome.

International Course on the Conservation of Japanese Paper (JPC 15) 31 August – 18 September 2015

The 2015 edition of the Japanese Paper Conservation course once again brought to Tokyo a select group of paper conservation specialists from around the world. Since 1992, over 200 professionals from 62 countries have had the opportunity to learn from their Japanese colleagues about tools and techniques for paper conservation.

The Japanese culture of paper is exceptional in every respect. Not only are many of the nation's heritage objects found in museums, temples, and palaces among the most refined manifestations of paper, but the practices of working have also been carefully perfected and transmitted through generations. The opportunity to explore and become acquainted with this complex world is invaluable to professionals in the field.

Conservation is by definition an activity which embodies lengthy time spans. More often than not, we deal with material culture that is centuries old, and try to work in a way in which our actions comply with the framework of the centuries to come. The contributions of Japanese philosophy, and their approaches to setting the aims and practices of conservation, are more important than ever as the heritage sector engages with the challenges of today.

The longstanding commitment of the Japanese heritage authorities and

professionals to collaborate with ICCROM has had a significant impact on the development of the profession worldwide.

Partner: National Research Institute for Cultural Properties (*Tobunken*), Japan.

Measuring the Impact of Heritage Science How to measure impact? Where to start?

Demonstrating impact is a high priority in many fields – especially those which rely on effective fundraising and public support for survival – and in recent years there has been increasing activity in this area with regard to culture and cultural heritage. However, while there is growing recognition of the importance of evaluating outcomes and impact, at the same time there are widespread difficulties in establishing common frameworks, language, and methods. In other words, although it is easy to see the merits of the exercise, it remains difficult to apply in practice.

Heritage science, like many other specialized areas of applied research with limited funding resources, is under increasing pressure to demonstrate its relevance and delivery of benefit. This issue was highlighted during the 2013 ICCROM Forum on Conservation Science, which in its findings called for data gathering to evidence the outcomes of heritage science and their wider impact.

As a first step to tackle this issue, a think-tank meeting was held at ICCROM on 9 – 10 July, gathering participants from

heritage science, social sciences, and cultural heritage statistics. The aim was to gain a clearer picture of methods used in other areas to evaluate needs and outcomes, and to explore the possibilities of applying these in a systematic and structured way to heritage science.

Key discussion points included, on which levels and dimensions the focus should be placed, how this could work at the international level, and how this could serve to enhance the relevance, visibility, and strategic impact of heritage science.

Building upon the recommendations of this meeting, over the coming months ICCROM will undertake preliminary research in this area and develop a proposal for a two-year pilot project to assess the feasibility of developing tools and collecting data to assess the impacts of heritage science.

SOIMA 2015: Unlocking Sound and Image Heritage See, listen, share

“The order and equilibrium of these ecosystems is surprisingly evident in their sonic behaviour”, says David Monacci, who has been recording and carefully preserving soundscapes of equatorial forests to enlighten research on biodiversity. David Monacci is an Italian-born soundscape artist who gave an eco-acoustic performance, *Fragments of Extinction*, on the occasion of the SOIMA 2015 International Conference on Unlocking Sound and Image Heritage, held in Brussels on 3 – 4 September 2015. Through his performance, the artist clearly

demonstrated that we are on the verge of losing our natural heritage and that old eco-sound recordings are helping to save the common heritage of mankind.

Indeed, recorded sound and images have captured our world, our lives, and our imagination. Thanks to rapid advancements in social media and information technologies, it has become much easier to share and use sound and image content. Yet contrary to common perception, not all content is readily usable. Today's knowledge on preservation and access is fragmented, often trapped in separate areas of expertise, presenting a challenge to content collectors and users.

The SOIMA 2015 conference presented a call for ensuring a safe and creative future for sound and image heritage. Fourteen national and international institutions partnered to organize the event. The Belgian Royal Institute for Cultural Heritage (KIK-IRPA) was the host institution.

The conference featured inspirational talks, panel discussions and a debate on diverse issues such as values associated with sounds and images, digital preservation, risk management, equitable access, and business innovation. The 200 attendees of the conference were a mix of heritage practitioners, audiovisual experts, business leaders, educators, and policy makers drawn from over 40 countries.

A virtual online exhibition on the theme of family, highlighting the diversity of values associated with sound and image recordings, was one of the key attractions. This interdisciplinary exchange concluded



Mapping out a vision for sound and image conservation and access.

with a discussion session in which visionaries associated with sound and image heritage outlined their ideas on how to create a better future for the field. These ideas were captured on a wall through sketches. A highly participatory discussion on how the image of the future could be turned into reality added an inspirational note to the conclusion of the conference, which reaffirmed that collaboration and exchange of information and know-how between institutions and specialists is key to unlocking this heritage.

Pre-conference workshop:

The conference was preceded by a week-long international workshop on Sustaining Sound and Image Heritage, held 27 August – 2 September 2015. It was organized at the Flemish Interface Centre for Cultural Heritage (FARO) and other locations in Brussels. The workshop was tailored to address the challenges of collecting, preserving, and using (and reusing) sound, still, and moving image content within the broader context of rapidly-changing technology and shrinking resources.

Partners: AVPreserve, United States; Baltic Audio Visual Archival Council (BAAC), Estonia; Brussels Scientific Fund, Belgium; Flemish Commissions for UNESCO; Flemish Interface Centre for Cultural Heritage (FARO), Belgium; ICCROM-ATHAR Regional Conservation Centre, United Arab Emirates; International Federation of Television Archives (FIAT-IFTA); KVAB- Royal Flemish Academy of Belgium for Science and the Arts; Memnon Archiving Services, Belgium; Museo delle Culture, Milan, Italy; Netherlands Institute of Sound and Vision; PACKED Centre of Expertise in Digital Heritage, Belgium; Royal Institute for Cultural Heritage (KIK-IRPA), Belgium; UNESCO Participation Programme; VIAA Flemish Institute for Archiving, Belgium; Vrije Universiteit Brussel (Free University Brussels), Belgium; and Wikimedia Belgium.

World Heritage

In its role as an Advisory Body to the World Heritage Committee, ICCROM is involved in providing advice on many aspects of the implementation of the World Heritage Convention. During this reporting period, ICCROM attended the 39th session of the World Heritage Committee in Bonn, Germany, 28 June – 8 July 2015. Additionally, ICCROM has been fully involved in capacity building activities, joint Reactive Monitoring, and Periodic Reporting throughout this reporting period.

Ithna'asheri Dispensary,
Zanzibar, Tanzania.



Traditional House at the Tombs of
Buganda Kings at Kasubi, Uganda.

Capacity Building

Work has continued on the implementation of the World Heritage Capacity Building Strategy, including the development of the Capacity Building Guidance document, translations of key capacity building resources, and several training courses for World Heritage properties.

The Capacity Building Guidance document is being created to aid State Parties in the creation of national capacity building strategies and activities. While currently still in its draft form, it is expected that the final version will be available by the end of 2015.

In keeping with the idea that capacity building is not only about training, ICCROM has been working with its World Heritage partners over the past two years on the translation of the World Heritage Resource Manuals series and other guidance

documents. These manuals provide advice on a variety of topics, including managing natural and cultural heritage, managing disaster risks, preparing environmental and heritage impact assessments, and preparing World Heritage nomination files. By working to provide translated versions of the manuals, ICCROM is helping to fulfil the need to reach those working on the ground. Generous financial support by the Swiss Government has allowed this material to be published in English, French, and Spanish, while a number are also available in Arabic, Russian, and Portuguese (<http://whc.unesco.org/en/resourcemanuals/>).

Training activities in favour of World Heritage properties have taken place for Syrian, Nepalese, Egyptian, and Libyan professionals. More information on these activities can be found in other sections of this Annual Report.

Reactive Monitoring

ICCROM, as an Advisory Body to the World Heritage Committee, participates in Reactive Monitoring missions to report on the state of conservation of specific World Heritage properties with conservation issues. During this reporting period, ICCROM participated in six joint Reactive Monitoring missions to World Heritage properties: the Stone Town of Zanzibar (Tanzania), Historical Monuments of Mtskheta (Georgia), Cornwall and West Devon Mining Landscape (United Kingdom), Tombs of Buganda Kings at Kasubi (Uganda), the Lamu Old Town (Kenya), and the Historic Ensemble of the Potala Palace, Lhasa (China).

Periodic Reporting

While the Reactive Monitoring missions are intended to report on specific state of conservation issues at World Heritage properties, Periodic Reporting is a State Parties-driven exercise in which every six years State Parties report on their implementation of the World Heritage Convention at the national and property levels. ICCROM has continued to fully contribute to the periodic reporting process in collaboration with States Parties and the relevant regional units of the World Heritage Centre.



Cornwall and West Devon Mining Landscape, United Kingdom.

Promoting People-Centred Approaches to Conservation: Living Heritage



Traditional dress of the Hani people, China.

Heritage has been created by people and it has been created for people. Our world is a better place for the richness that cultural heritage brings. At heritage sites that are considered to be a 'living' part of a community, engagement brings advantages to both heritage and the community alike.

Communities have capacities and assets that outlast political or professional structures and complement specialist knowledge and skills. People-centred approaches aim to harness these capacities in order to offer long-term conservation and co-management for the good of the heritage and for the good of the community.

Over the years ICCROM has pioneered approaches that address issues related to how cultural heritage affects and touches many aspects of human life. We recognize that the importance of heritage does not rest only in its physical materiality, but also in how it is valued and used by the society at large. The Living Heritage Approach developed by ICCROM can be considered the foundation for a new paradigm, the People-Centred Approach (PCA), which

places the living dimension at the heart of decision-making.

Much of our efforts this year have gone towards the development and implementation of a new course under this PCA programme. At the same time, research is being undertaken with the support of dedicated interns to further the programme and develop learning materials such as bibliographies that will be made available online.

Promoting People-Centred Approaches: Engaging Communities in the Conservation of Nature and Culture 6 – 15 October 2015

The first main training activity under the PCA programme was held this past October in Rome and Naples, Italy. The focus of this new international course was on engaging communities in the conservation of both cultural and natural heritage. This concept emerges from the premise that engaging communities is about strengthening their ability to

participate meaningfully in the process of conservation and management decision-making for themselves and their heritage. Using the current work being carried out at ICCROM with the International Union for Conservation of Nature (IUCN) on linking nature and culture, the course was opened to heritage practitioners from both the cultural and natural heritage sectors and supported by funding partners. Nineteen participants from 18 countries participated. Resources persons and ICCROM staff provided conservation practitioners with the necessary knowledge and tools to work more effectively with communities through existing management systems. It was also an opportunity for participants to share their experiences from both the cultural and natural heritage sectors, learning from each other and other heritage practitioners who are actively involved with communities. Discussions were ongoing, as was the exploration of new ideas and cultural perspectives brought by the participants and their varying experiences.

Partners: UNESCO World Heritage Centre (WHC); and the Norwegian World Heritage Leadership Programme, Norway.

Building Regional Collaboration

ICCROM's regional activities focus on cultural practices, materials, and problems common to geographical areas. By working closely with institutions within our Member States, we help achieve regional goals by understanding common needs, strengthening networks, and addressing focused conservation and heritage management strategies in depth.

Asia and the Pacific Strengthening capacities and promoting dialogue

ICCROM continues to have a strong presence in Asia and the Pacific thanks to longstanding and effective partnerships. Our ongoing collaboration with the Cultural Heritage Administration (CHA) of the Republic of Korea has enabled us to continue developing and implementing training and research activities. As a result, the CollAsia programme for the conservation of collections in Southeast Asia has moved forward with new activities, and ICCROM has been able to implement an annual forum to discuss conservation issues in the Asian context.

Thanks to the collaboration and generous funding provided by the Japanese authorities and partners, ICCROM continues to offer its annual course on Cultural Heritage Protection in the Asia-Pacific Region, a joint initiative with the Asia-Pacific Cultural Centre for UNESCO (ACCU) in Nara, Japan.

Authenticity in the Asian Context 2nd ICCROM CHA-Korea Forum held in Colombo and Habarana, Sri Lanka, 8 – 12 December 2014

With the collaboration and financial support of the Cultural Heritage Administration (CHA) of Korea, ICCROM has launched



CollAsia course participants in Kuching, Malaysia.

a thematic programme focusing on conservation issues in Asia, planned as an annual forum. The goals are to explore, research, and debate key themes emerging from the region which have implications for the effective conservation and management of heritage. As part of this programme, a second Forum on Authenticity in the Asian Context was held 8 – 12 December 2014, in Sri Lanka. Nineteen academic papers were presented by invited participants from ten countries. The meeting was held during the 20th anniversary celebrations of the Nara Document on Authenticity, and the participants – all well-known scholars and experts from the Asian region – concluded that there are more questions to resolve than the answers it has provided. In this context, they considered the forum to be a successful platform for discussion, as

it provided the opportunity to explore an important and current theme. Participants expressed their satisfaction and sincere gratitude to CHA, ICCROM, and the Sri Lankan authorities for organizing the event. The discussion and final publication of the papers presented will be a major contribution to the knowledge base being developed on this subject. The edited papers of each forum will be published in a series of books which will be available for print and download from the ICCROM website.

Partners: Cultural Heritage Administration (CHA), Korea; Department of Archaeology, Sri Lanka; Ministry of National Heritage, Sri Lanka; Postgraduate Institute of Archaeology, Sri Lanka; and the University of Kelaniya, Sri Lanka.

CollAsia

Promoting sustainable and practical conservation solutions

A course on Handling, Packing and Moving Collections took place in Kuching, Malaysia, at the Natural History Museum of the Sarawak Museum Department, 12 – 30 January 2015. Bringing together over 40 heritage specialists from 21 different countries in the Asia-Pacific region and beyond, the course drew on the diverse professional backgrounds of its participants and the rich cultural heritage of Malaysian Borneo to develop a dynamic mix of hands-on exercises, classroom sessions, and field visits. In discussing everyday collection management, the course encouraged a shift in attention from market-driven product selection and standards towards thinking about institution-wide processes, streamlined work practices, and the sensible and innovative use of resources according to a collection's needs.

The growing network of CollAsia alumni is increasingly in a position to address the rising demands for professional training in Southeast Asia. Since the programme first launched in 2002, the alumni base has grown steadily in both size and scope, in line with ICCROM's aim to trigger a multiplier effect whereby CollAsia activities and philosophies are passed on from trainees to other colleagues through independent partnerships and initiatives throughout the region.

In June 2015, 65 museum professionals – including several former CollAsia course participants – assembled in Jakarta for a five-day workshop organized by the National

Museum of Indonesia. The museum's staff members were joined by external delegates from five different countries in order to assess the specific preventive conservation needs of the museum's collections in the midst of extensive on-site renovations. The collaborative approach of this initiative demonstrates, and is a testament to, the spirit of CollAsia and its ability to forge synergies within a capacity building and development environment.

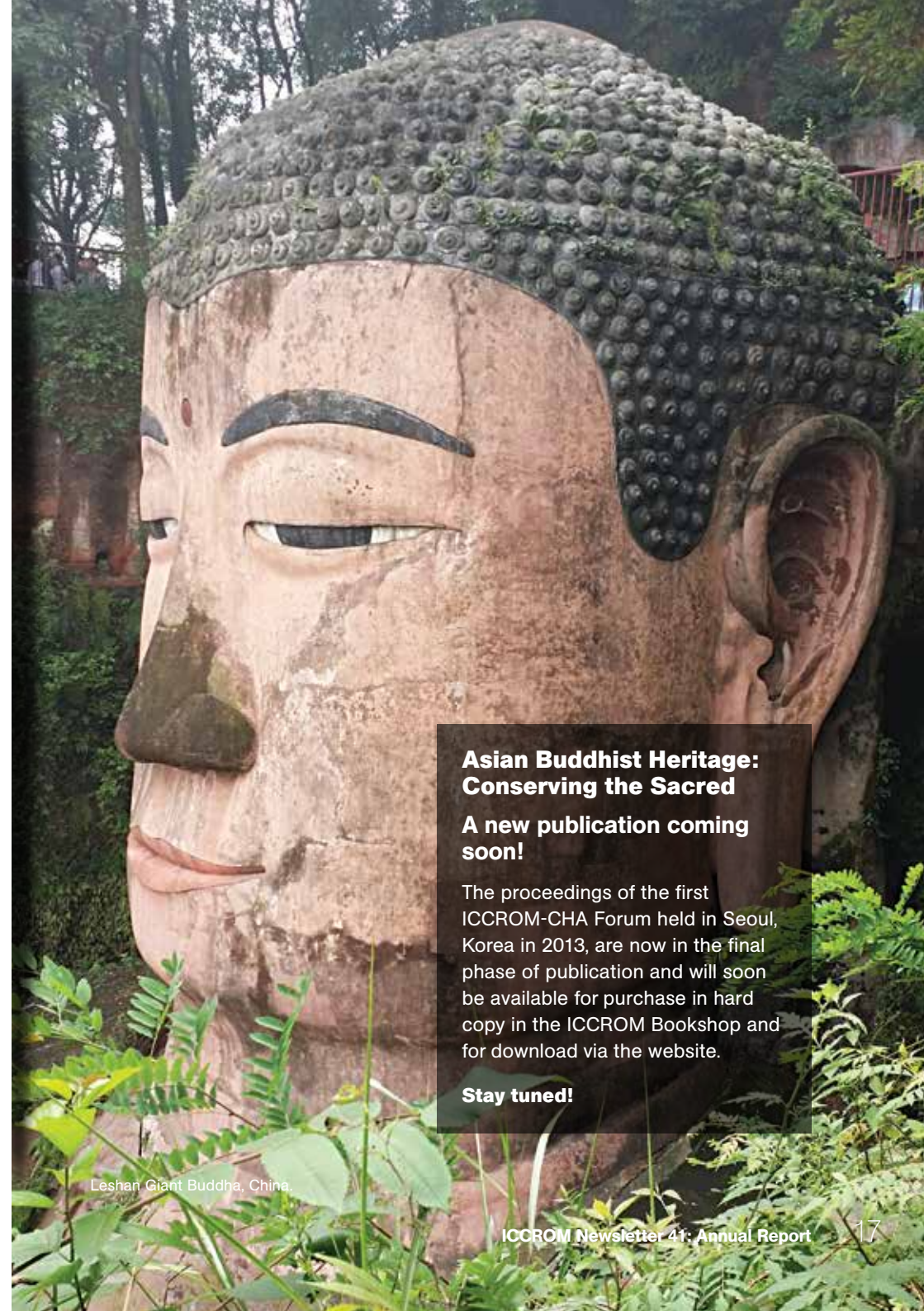
Partners: Cultural Heritage Administration (CHA), Korea; and the Sarawak Museum Department, Malaysia.

Cultural Heritage Protection in the Asia-Pacific Region

1 September – 1 October 2015

The biennial course on Cultural Heritage Protection in the Asia-Pacific Region: Preservation and Restoration of Wooden Structures, was held this fall in Nara, Japan. The course was jointly organized and implemented by ICCROM and the Asia-Pacific Cultural Centre for UNESCO (ACCU Nara Office), together with other partners in Japan mentioned below.

The course aimed to improve understanding among participants on the importance of preserving wooden heritage, to exchange knowledge among colleagues and to establish networks. Sixteen heritage practitioners from Asian countries were brought together to explore such topics as recording and documentation, analytical methods of preservation, maintenance, use and risk management of wooden heritage. These themes were studied through



Leshan Giant Buddha, China.

Asian Buddhist Heritage: Conserving the Sacred

A new publication coming soon!

The proceedings of the first ICCROM-CHA Forum held in Seoul, Korea in 2013, are now in the final phase of publication and will soon be available for purchase in hard copy in the ICCROM Bookshop and for download via the website.

Stay tuned!

lectures, hands-on activities at various work sites and a study tour of the Historic Village of Shirakawa-go, a UNESCO World Heritage Site. The vast experience of Japanese professionals engaged as resource persons enriched the learning process. At the same time, a key component of the course was the opportunity given to all of the participants to present and share issues related to the conservation of wooden heritage in their respective countries.

This course was fully funded by the Japanese authorities and remains one of the key ICCROM activities in the region.

Partners: Agency for Cultural Affairs, Japan (Bunkacho); Asia-Pacific Cultural Centre for UNESCO (ACCU); Japan Consortium for International

Cooperation in Cultural Heritage (JCIC-Heritage); Ministry of Foreign Affairs of Japan; Japanese National Commission for UNESCO; Nara Prefectural Government; Nara Municipal Government; and National Research Institute for Cultural Properties [Tokyo and Nara], in cooperation with Japanese Association for Conservation of Architectural Monuments (JACAM).

ATHAR

Conserving architectural and archaeological heritage in the Arab region

The new headquarters of the ICCROM-ATHAR Regional Conservation Centre in Sharjah was inaugurated on 14 December 2014 thanks to the support of H.H. Sheikh

Dr Sultan bin Mohammed Al Qasimi, Member of the Supreme Court and Ruler of Sharjah, as well as the Government of the United Arab Emirates. The Centre has dedicated its efforts to becoming a regional platform for the dissemination of the best practices in heritage conservation and management, for the education of professionals, and for raising public awareness. Due to the recent political upheaval in the region and the imminent need for emergency preparedness, ICCROM-ATHAR over the last year has been focusing on addressing the issue of the preservation of cultural heritage in times of crises.

ICCROM-ATHAR, together with its partners, implemented a workshop and multiple courses with the objective of training cultural heritage professionals in preventive and first aid interventions in times of crises, for risk reduction, and protection of cultural heritage. These included the workshop on Building National Capacities for Managing Risks to Cultural Heritage in Case of Emergency (Cairo, Egypt, January 2015), and two sessions for Syrian heritage professionals of the course First Aid to Cultural Heritage in Syria (Beirut, Lebanon, November 2014, and June 2015). At the request of the Libyan Government, two sessions of Building National Capacities for Libyan Professionals in First Aid and Risk Preparedness for Cultural Heritage were organized in Tunisia and Egypt (June and September 2015). Practical exercises in these courses gave participants the opportunity to identify and devise strategies for rescuing endangered heritage in their own countries, to be implemented upon

their return home. Ultimately, these courses have resulted, through domestic team work projects supported by ICCROM-ATHAR's partner institutions, in creating effective nationally and regionally recognised emergency task forces for managing risks to cultural heritage. Furthermore, this allows ICCROM better to measure the impact of the training and monitor the needs of the region.

For those unable to attend in-person courses, the Centre has been working on the development of online teaching and training, specifically for heritage professionals living in conflict-affected countries in the MENA region. This initiative aims to provide the best tools to support first aid interventions and protection of cultural heritage in times of crises. At the time of printing, course preparations were still underway with the collaboration of UNESCO-Doha.

The inauguration of the Centre in December 2014, also coincided with a symposium entitled Conservation of Cultural Heritage in Times of Crisis, which explored the best strategies to strengthen the region's ability to protect its cultural and religious heritage. This symposium resulted in the Sharjah Statement, providing guidelines for strengthening policy and practice for safeguarding cultural heritage in times of crisis. The Sharjah Statement was presented and endorsed at the 19th Session of Arab Ministers of Culture Meeting in January 2015. This highlighted the crucial role of ICCROM-ATHAR in promoting the field of conservation in the Arab region and training relevant institutions to optimise their



Field exercise during First Aid course for Syrian heritage professionals.

ICCROM-ATHAR publications

New, revised, and newly translated publications

As a result of the positive impact of the capacity building efforts of the ICCROM-ATHAR Regional Conservation Centre, numerous publications aimed at an Arabic readership are pending publication, being revised, or are being translated:

Coming soon: 2nd Series Selected Readings from ICCROM-ATHAR – First Aid to Cultural Heritage in Times of Crisis: Lecture notes with ICOMOS-ICORP

Revised editions: 1st Series Selected Readings from ICCROM-ATHAR – Conservation of Cultural Heritage in the Arab Region: Issues in the Conservation and Management of Heritage Sites and Introducing Young People to the Protection of Heritage Sites and Historic Cities

Translated editions: Managing Cultural World Heritage, UNESCO Resource Manual, 2013; and UNESCO Manual for Activities directed at Underwater Cultural Heritage, Guidelines to the Annex of the UNESCO 2001 Convention

efforts in managing and preserving their cultural heritage, filling a major gap at the regional level in light of the severe threats to the Arab heritage arising from the ongoing crises in the region.

ICCROM-ATHAR has been working together with UCL-Qatar on developing a series of eight short courses titled Informed Conservation Series. Three of the short courses were implemented during this reporting period: Oral History (June 2015), An Introduction to Preventive Conservation for Museum Collections and Preparation of Risk Plans (October 2015), and Integrating Documentation in Heritage Management: An Introduction to the use of GIS (November 2015). ICCROM-ATHAR also participated in SOIMA's 2015 International Conference: Unlocking Sound and Image Heritage, 3 – 4 September 2015, in Brussels, Belgium (see page 11) with the aim of introducing this topic to the Arab region. ICCROM-ATHAR has also been busy in the development and accreditation of a new Master's Degree programme on Cultural Heritage Conservation Management in partnership with the University of Sharjah, to be launched in 2016.

Partners: Arab League's Educational, Cultural and Scientific Organization (ALECSO); Arab Regional Centre for World Heritage (ARC-WH); Ministry of Antiquities, Egypt; Ministry of Culture, Egypt; Sharjah Institute for Heritage, UAE; Sharjah Museums Department, UAE; UNESCO Office in Beirut; UNESCO Office in Cairo; UNESCO Doha; University of Sharjah, UAE; and the United States Secretary of State. Activities were held under the patronage of H.H. Dr Sheikh Sultan bin Mohammed Al Qasimi, Member of the Supreme Council and Ruler of Sharjah, UAE.



LATAM

Reinforcing networks in Latin America and the Caribbean

Latin America and the Caribbean contain a significant portion of the world's cultural heritage, and present a cultural diversity that is a strong source of identity, social cohesion, and a vehicle for development. However, this requires conservation, participatory management approaches, and sustainable use strategies.

The role of ICCROM, which has 20 Member States in the region, is to facilitate dialogue and collaboration between cultural heritage professionals and institutions in order to strengthen and sustain the efforts of all stakeholders. The LATAM programme was

H.H. Sheikh Dr Sultan bin Mohammed Al Qasimi, Member of Supreme Council and Ruler of Sharjah with Zaki Aslan, Director of the ICCROM-ATHAR Regional Conservation Centre and Stefano De Caro, Director-General of ICCROM.

created to increase awareness of the need for cultural heritage conservation, and to promote collaboration so as to improve capacities in conservation.

Since the end of 2014, five activities have been organized in Mexico, resulting in the training of 59 conservation professionals from 18 countries in the region:

- A SOIMA-LATAM course on the preservation of sound and image collections took place 3 – 14 November 2014 and was delivered in Spanish;

- Two sessions of Paper Conservation in Latin America: Meeting East offered participants insight into traditional Japanese practices in paper conservation, and methods for their application and adaptation to the Latin American context (5 – 21 November 2014 and 4 – 20 November 2015);
- A needs assessment seminar on stone conservation held in November 2014 was followed by
- A Stone Conservation course developed based on ICCROM's considerable experience as well as research into the regional context. It focused on observation, documentation and diagnosis (5 – 23 October 2015).

Efforts have also been devoted to the publication of a quarterly newsletter, the *Boletín LATAM*, which thus far has received contributions from 69 authors from 17 countries. This, together with an active LATAM group on Facebook, has done much to disseminate information about LATAM as well as conservation news and activities in the region. Using these platforms, as well as ICCROM's various channels of communication, this spring saw the launch of the *Soy LATAM* photo contest: an initiative designed to strengthen participation in the LATAM programme and showcase the work of colleagues in Latin America and the Caribbean. The success of the campaign in generating interest in LATAM can be seen in the 47% increase in followers of the programme's Facebook group in just two months.

In June 2015, LATAM strengthened its intergovernmental engagement by hosting a meeting attended by 14 representatives from 13 embassies from the region. The aim was to present LATAM's activities during the 2013 – 2015 period, and ultimately, to promote better dialogue at a diplomatic level. Overall the meeting was a success, with the representatives expressing their desire to reinforce collaboration between ICCROM and the LATAM countries.

Partners: *Instituto Nacional de Antropología e Historia (INAH)*, Mexico; and the National Research Institute for Cultural Properties (*Tobunken*), Japan.

MOSAIKON

A conservation strategy for mosaic heritage in the southern and eastern Mediterranean

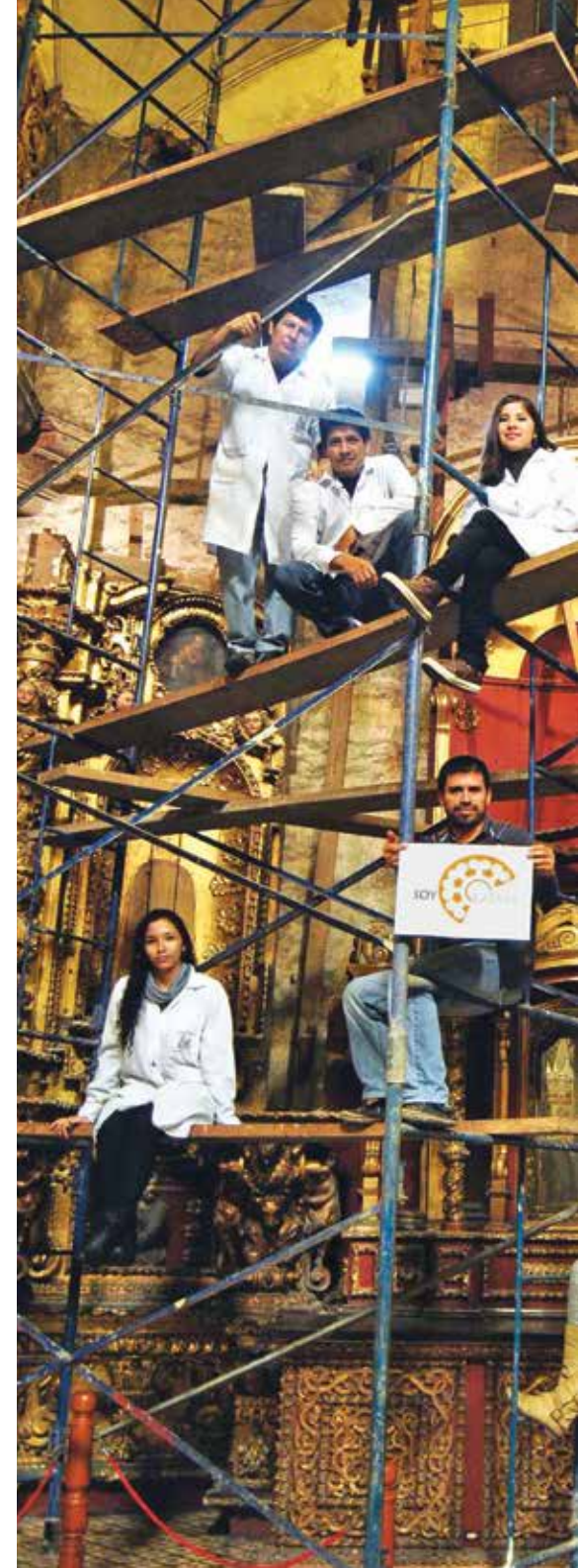
MOSAIKON is a collaborative long-term initiative between ICCROM, the Getty Conservation Institute, the Getty Foundation, and the International Committee for the Conservation of Mosaics (ICCM), with the intent to improve the conservation, presentation, and management of mosaics in the southern and eastern Mediterranean region.

One of the programme activities is led by ICCROM and aims at publishing a translation into Arabic of articles selected from mosaic conservation literature. Arabic is the first language in most of the countries targeted by MOSAIKON. However, there is a serious lack of mosaic conservation resources in this language. The hope is that the publication will strengthen the

dissemination of information and encourage the younger generation of professionals to discuss, debate, and publish in their native language. To this end, the publication will include also a multi-lingual glossary and a lexicon in Arabic. In order to ensure the quality of the translation, a multi-disciplinary team from the region is involved in a thorough reading and review process. This team and the Editorial Board met at ICCROM on 24 – 26 August 2015, to review progress and plan the next steps. The publication is planned to come out in 2016.

At the same time, and as part of the scanning project of past publications, ICCROM has made available the ICCM conference proceedings, a unique set of publications that allow study, among other topics, of the evolution of ideas and techniques for the conservation and restoration of ancient mosaics. The titles were produced in collaboration with ICCM and are available in a variety of languages on the ICCROM website at <http://www.iccrom.org/downloads/>.

Partners: Getty Conservation Institute (GCI), United States; Getty Foundation, United States; and the International Committee for the Conservation of Mosaics (ICCM).



Soy LATAM contestants conserving and restoring an altarpiece in the Church of San Pedro de Lima, Peru.



Interns and Fellows

Launched in 2002, the Interns and Fellows Programme was created to meet the numerous requests of young graduates eager to embark on a career in conservation. Are you currently pursuing an MA degree requiring an internship? Are you moving into the working field and would like to gain experience working within an international organization?

An ICCROM internship will give you the opportunity to meet both interns and research fellows from around the world and will allow you to interact with the multifaceted backgrounds of the staff on subjects of your interest. Your internship will be carried out in association with the ongoing programme, project, or service which best suits your educational background and qualifications. Interns are accepted on a competitive basis and demand is very high.

In addition to internships, ICCROM also encourages senior conservation professionals to carry out their research in a conservation-related subject and take advantage of the rich resources of the library collection, with over 100 000 catalogue entries giving access to books, reports and over 1 800 journal titles in more than 60 languages.

Both internships and fellowships are open to candidates from ICCROM Member States. For more information, please consult our website or write to internships@iccrom.org or fellowships@iccrom.org

What are the benefits of an ICCROM Internship?

Alicia shares her experience

Dear prospective intern,

Having recently completed my internship with the Disaster and Risk Management programme, I would like to express how grateful I am to have been given the opportunity to be a part of ICCROM.

After six months, I can sincerely express that it has been a truly remarkable experience. The atmosphere is similar to a tight-knit family that embraces you with warmth and kindness, and where you feel your experience and contributions as an intern are valued. I was able to shadow and collaborate with some of the most respected leaders in the cultural heritage field, while learning about the research areas of other colleagues. The courses and meetings held at headquarters were also unique aspects as they brought together cultural heritage professionals from all over the world. This not only provided me the perfect opportunity to network with industry professionals but also to learn and share my knowledge of cultural heritage. In addition to building these professional relationships, I was also able to establish personal friendships with other interns and fellows.

As an emerging cultural professional, I was able to apply previous education and work experience to my internship position, while gaining new professional skills. I also had the opportunity to work in collaboration with international partners, developing didactic material for the RE-ORG methodology, thus gaining invaluable practical experience. In addition, I was given the opportunity to assist with the RE-ORG International course in China, demonstrating that at ICCROM, one is continuously presented with new possibilities and opportunities.

I will always be grateful for this valuable international experience, which I believe will be a great asset to my future endeavours.

Sincerely,
Alicia Ghadban

From a Fellow

"...ICCROM is a true treasure. I feel so lucky to have had the opportunity to meet the staff, use the library, and see Rome from the unique perspective of ICCROM. I believe that ICCROM is a high value resource for people at all phases of their careers."

-Nancy Odegaard, May 2015

Interns and Fellows November 2014 – October 2015

Interns:

Serena Belotti, Italy
Activity: Stone Conservation

Jessica Edwards, United Kingdom
Activity: Fundraising

Annachiara Fiore, Italy
Activity: Stone Conservation

Ying Tung Fung, China
Activity: World Heritage

Alicia Ghadban, Canada
Activity: RE-ORG

Jade Hadfield, New Zealand
Activity: Living Heritage

Marija Kamber, Croatia
Activity: Risk Management

Selma Kassem, Germany
Activity: World Heritage

Anouk Lafortune-Bernard, France
Activity: World Heritage

María Luisa Puertas Rendón, Peru
Activity: LATAM

Alessia Strozzi, Italy
Activity: Risk Management

Madeleine Vaudremer, France and USA
Activity: LATAM

Lisa Whittaker, Canada
Activity: Communications

Emily Williams, Italy and United Kingdom
Activity: Archives

Fellows:

Julian Forero Bordamalo, Colombia
Historic Urban Landscapes

Nancy Odegaard, USA
Conservation of ceramic vessels

Takeyuki Okubo, Japan
Natural Disaster Risk Management

Sibel Yildirim Esen, Turkey
Risk assessment archaeological heritage

Alicia Ghadban,
intern for RE-ORG.

Knowledge and Communication

Whether hosting platforms for information, exchange and debate on the latest emerging conservation topics; or maintaining and preserving collections for access, research and study; or collaborating on risk preparedness and records authenticity in cloud computing environments, Knowledge and Communication Services has been hard at work making our resources available to the ICCROM community. Here are some highlights from our activities.

Engaging Our Public

ICCROM's advocacy through its website and social media

Communication activities at ICCROM represent the organization's principal point of contact with a vast global audience. While ICCROM is best known for its training initiatives, its website resources and social media activities have proven strong components in building and broadening our community beyond our core audience of conservation professionals.

Our recently upgraded and mobile-friendly website offers accurate information on what is happening in the field through news regularly published on the home page. In addition to ICCROM course announcements, our Classifieds point to links for conferences, surveys, internships and other professional opportunities within

the cultural heritage field. These links may be updated by our public themselves using the "Submit an Announcement" feature, where users can fill out a web form to post their announcement in the Classifieds section.

A strong social media following on Facebook (fans increased 38% over this reporting period) and Twitter (followers increased 46% in the same period) demonstrates that cultural heritage is of interest and importance to everyone, not only to people working in the conservation field. ICCROM's social media activities push the envelope on the definition of cultural heritage, moving beyond more conventional definitions – archaeology, sites and monuments, museum collections – by branching out into spheres such as street art and digital art, holidays and festivals, food and cuisine, dress and other aspects of everyday heritage, along with film and

television, music and dance, and the fragile audiovisual sound and image carriers that preserve past performances.

There has also been an increase in the number of subscribers for the e-News, the monthly digest of updates to the website (including the classifieds), further testament to the success of the Communications Services' goal of reaching a greater online audience. The ICCROM e-News is an appreciated source of information that brings substantial traffic to our website, with new subscriptions increasing from approximately 5 per month at the launch of the new site, to now nearly 130 per month. The e-News serves as a circular platform and communication method for ICCROM's public both to be informed and to inform itself on cultural heritage related professional events and opportunities.





Wet Documents Day at ICCROM.

Shelf Shifting and Wet Documents Day

Library activities for maintenance and conservation

In 2015, the ICCROM Library has carried forward several activities to further the preventive conservation of its research collection for conservation and restoration.

Through the Library's book cleaning initiative, most of the books section has been vacuumed according to a specific cleaning procedure used in libraries. Next

year work on the periodicals section will be cleaned following the same method.

In August 2015, the Library purchased a new shelving unit that adds ca. 80 linear metres of shelf space for books and journals. A shelf-shifting project was then carried out to create space for growth. This allows the Library to maintain its policy of ensuring direct access by users to all its collections in order to facilitate their research.

In May 2015, the ICCROM Library and Archive also collaborated on a series of events presenting risk preparedness actions

and wet document salvage to the Rome Library and Archive community.

The first event was held on 5 May at the American University of Rome, while the second event was held on 28 May at the *Istituto Superiore per la Conservazione ed il Restauro* and in the ICCROM courtyard. These full-day events comprised theoretical presentations in the morning, followed by practical wet document recovery exercises in the afternoon.

ICCROM's involvement was based on its Disaster Risk Management programme. This wet document recovery activity was intended to support developments in Italy towards risk preparedness for paper, digital and audiovisual collections, as well as foster international, inter-agency awareness and collaboration amongst Rome-based institutions in the event of disaster.

The goal was the furtherance of a culture of preparedness in the Library and Archive sectors in Rome and in Italy.

Attendees found the sessions engaging and helpful. They were made aware of the range of options available when an institution's managers squarely face the important tasks of prioritizing collections, establishing a roster of contacts for emergency situations, setting aside supplies in advance, and thinking through funding options.

While a single day event cannot hope to solve all these problems or cover all the possibilities, guests left feeling energized, knowing that help is available and that in fact solutions do exist. Further events are

foreseen in 2016 and beyond. Thanks go to all the speakers, partners and guests who made the event a success.

Partners: American University of Rome; Direzione Generale degli Archivi (General Directorate for Archives), Italy; International Federation of Library Associations – Strategic Programme on Preservation and Conservation (IFLA-PAC); Istituto Superiore per la Conservazione ed il Restauro (ISCR), Italy; PRODOC, Italy; and SOS Archivi, Italy.

ICCROM Archive Research Activities

Harnessing technology for archive preservation

The ICCROM Archive is participating as a partner member in InterPARES Trust, a multi-national, interdisciplinary research project which aims to provide methodological frameworks to ensure trustworthiness of records stored on the Internet, and specifically in the cloud. ICCROM is part of the Transnational Team, which is carrying out several research projects, including one led by the UNESCO Archives on the use of cloud services for records management purposes by international organizations. The ICCROM Archive is also participating in a research project of the InterPARES European Team on policies for recordkeeping and digital preservation, headed by Italian partners.

In October 2015, ICCROM hosted a Transnational Team meeting, in which the progress of research projects were reported and discussed. Research outcomes are published on an ongoing basis on <http://interparestrust.org/>, contributing to disseminate and generate new knowledge

on digital records and data entrusted to the Internet.

During the 2014 International Council on Archives Annual Conference held in Girona, Spain, a paper on "Learning and networking: Preservation planning for audiovisual collections" was presented. The paper outlined the interactive and problem-based approach that ICCROM's SOIMA programme has adopted for training professionals. Two case studies linked to the SOIMA network were described: the audiovisual preservation planning project carried out at ICCROM Archives and the Belgian Royal Institute for Cultural Heritage (KIK-IRPA) five-year photographic collection plan. A positive review of the presentation is made at the News from ICA Flash, No. 29, February 2015, p. 13.

Partners: DigiLab - Centro Interdipartimentale di Ricerca e Servizio, La Sapienza Università di Roma, Italy; and School of Library, Archival and Information Studies (SLAIS), University of British Columbia, Canada.



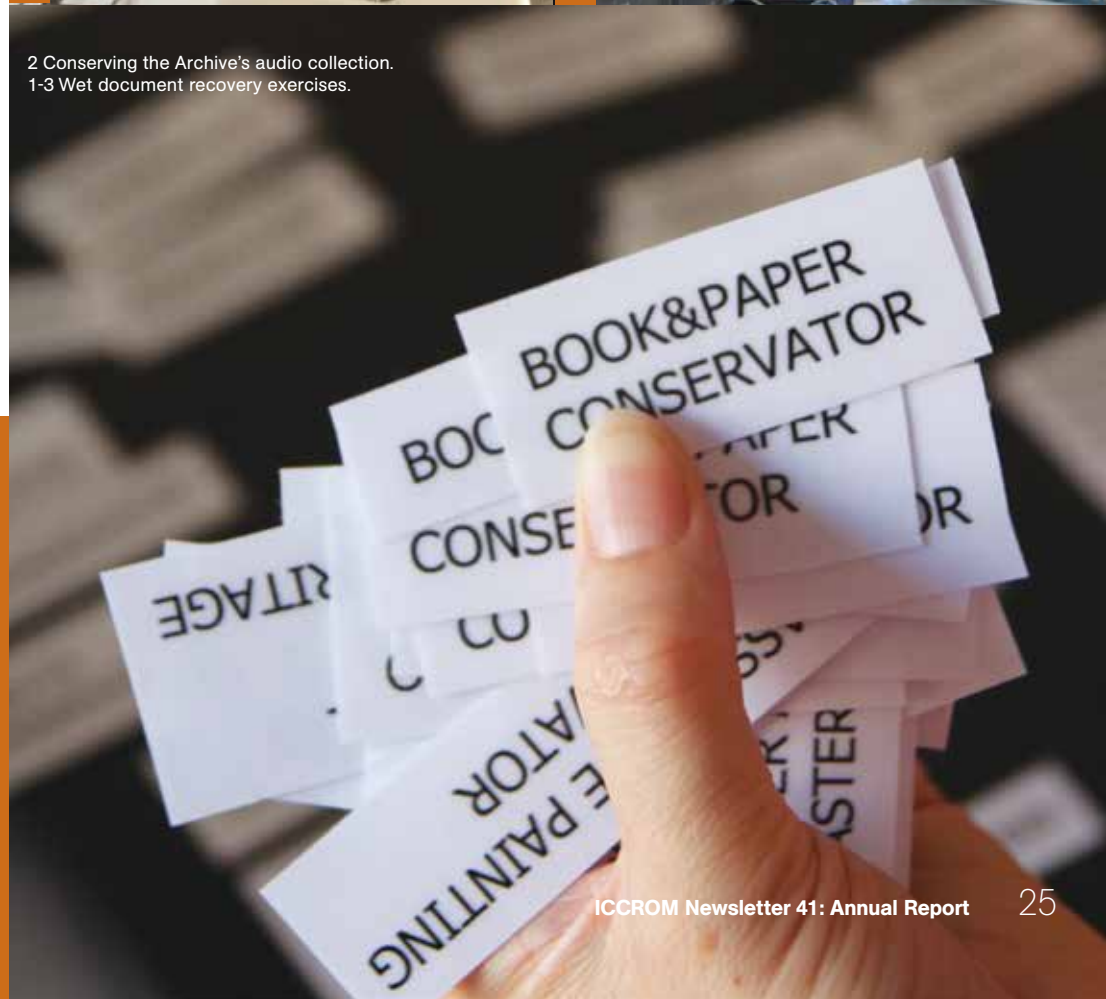
2 Conserving the Archive's audio collection.
1-3 Wet document recovery exercises.

ICCROM Scanning Project

Selected ICCM conference proceedings now available

As a joint effort between the ICCROM Past Publications Scanning Project and MOSAIKON, early International Committee for the Conservation of Mosaics (ICCM) conference proceedings were made available in early 2015 for free download from the ICCROM website. Thanks are due to all authors and partners who shared their copyright to make the publications freely available under a Creative Commons license.

The remaining scanned publications, of good quality, are being kept as ICCROM's future contribution for a planned multi-partner digital space to be implemented as part of the 2016 - 2017 biennial activities.



ICCROM News

Staff News

Spring and summer 2015 saw the departure of four beloved members of ICCROM staff. As ICCROM's Director-General Stefano De Caro said, "In a small organization such as ICCROM, every colleague who ends his cycle inevitably leaves a void and a piece of knowledge and experience, and it will be a challenge to fill that gap."

Gianna Paganelli was a key Library staff member for 38 years, first as a contractor in 1978 and joining the Library's permanent

staff in 1991. Sonia Widmer was with ICCROM for 32 years, first holding the position of receptionist, later becoming the secretary to Dr. Jukka Jokilehto, and most recently acting as an Administrative Assistant in the Sites Unit. Pietro Baldi's role at ICCROM also evolved through the years; he first worked as a driver in 1986 and later was instrumental in the development of the Logistics Office. Lastly, we bid farewell to Bruno Pisani who, after a career spanning 30 years with the FAO in Rome, joined ICCROM in 2003 as Manager of Finance and Administration.

Of course the departure of staff also brings about the welcoming of new members of ICCROM. In June, ICCROM welcomed Dilum Chaminda Nanayakkara, from Sri Lanka, who joined the Logistics department, along with Cécile Gallon, who joins us from France as a Library Assistant.

ICCROM Welcomes New Chief Management Officer

Sophy Janowski joined ICCROM as Chief Management Officer in the summer of 2015. Ms. Janowski oversees all aspects of ICCROM's operations and has overall responsibility for budget and finance, human resources, information systems, building and operations, as well as organizational development and resource mobilization.

Before joining ICCROM, Ms. Janowski worked as head of management and communications at the Organization for Economic Co-operation and Development Centre for Tax Policy and Administration (OECD/CTPA). Prior to that, she worked as manager, resource development at the Secretariat of His Highness the Aga Khan where she devised global fund-raising strategies for institutions of the Aga Khan Development Network (AKDN) as well as the Chantilly Foundation, an

institution dedicated to the restoration and development of the Domaine de Chantilly, a major historical estate and museum located north of Paris. Earlier in her career, Ms. Janowski worked for the Canadian government and for several agencies of the United Nations system. In 1995, she joined the UN refugee agency (UNHCR) as management specialist to support an organization-wide change management and process re-engineering project funded by the U.S. State Department and the Canadian government. She continued working on organizational development projects in UNHCR's human resources department and was in charge of the implementation of an executive training program for UNHCR's senior staff. From 2000 to 2002 she was seconded from UNHCR to Unicef where she was responsible for the overall financial analysis and performance reporting of foundation, corporate, and individual fund-raising. She later joined UNHCR's resource mobilization department where she successfully expanded UNHCR's funding from major public donors while contributing to the implementation of the organization's integrated management information system.

Ms. Janowski earned a Bachelor of Arts degree in International Relations from York University in Toronto and a Master of Business Administration (MBA) from the University of Geneva Hautes Etudes Commerciales (HEC).



Left to right: Bruno Pisani, Dilum Chaminda Nanayakkara, Sonia Widmer, Stefano De Caro, Pietro Baldi, Sophy Janowski, Cécile Gallon, Gianna Paganelli.



Management Committee of the EPA Fund and Samuel Kidiba (fourth from left) meet with Ecobank.

Supporting Conservation in Africa

This is the sixth year that the French Ministry of Culture has offered a special contribution to the salary cost of the ICCROM École du Patrimoine Africain (EPA) Fund Coordinator. The EPA Endowment Fund was created in 2001 to support the school in Porto Novo, Benin, and for the first time in 15 years the Management Committee of the EPA Fund met at the school. This was an opportunity for the financial advisors, Dr Franco Passacantando and Dr Marco Ambrogio (Banca d'Italia) to meet EPA's new Director, Samuel Kidiba (Republic of the Congo); to learn about the school itself and its activities on site; and to meet with Ecobank, where 20% of the EPA Fund has been recently invested. Since 2014, the EPA Fund has benefited from the efforts and expertise of these advisors, producing sufficient interest to cover 45-50% of EPA's running costs. EPA Fund Coordinator works closely with the EPA team in developing project proposals and advising on administrative and financial issues.

ICCROM Partners with AUR, Rome

Fundraising, whether for cultural organizations or for individual projects, is essential to contemporary heritage management. To succeed, fundraising should be based on concepts rooted in business marketing. This is the premise of the American University of Rome (AUR) Fundraising for Cultural Heritage Projects course, taught by Peter G. Gould and offered as part of the Sustainable Cultural Heritage M.A. Programme. Within the framework of the ICCROM -AUR Agreement, the course was open for audit by ICCROM staff and interns. ICCROM provided a case study for the final course project, in which students were tasked to identify appropriate funders for the creation of an exhibition space highlighting the rescue archaeology, conservation and restoration activities at the former Convent of San Francesco a Ripa (ICCROM's future headquarters in Rome). They then presented their grant proposals to the Director-General, Stefano De Caro, the President of The American University of Rome, Richard Hodges, M.A. program director Valerie Higgins, and ICCROM staff.



Laura Mora (1932 - 2015)

It is with deep sadness that ICCROM learned of the passing of Laura Sbordoni Mora, famed paintings and mural paintings conservator, on 30 May 2015 in Rome. A frequent collaborator and permanent consultant of ICCROM, she was a chief restorer at the Italian *Istituto Centrale del Restauro* (ICR), active in restoration over a period of more than 50 years.

As a permanent consultant for ICCROM, Laura Mora undertook numerous and frequent joint projects and missions: to conserve painted churches in Moldavia or the painted monastery in Piva, Montenegro, which had to be moved to a higher location to avoid dam construction; to clean and consolidate cave murals in Ajanta, India; to preserve archaeological remains in Pompeii as well as in Mohenjo Daro, Pakistan; to consolidate church frescos in Göreme, Turkey; to provide expertise on stucco restoration in Palladian buildings in Vicenza and Padua, Italy, and many other projects too numerous to list.

Laura Mora's influence spread also through various teaching and training activities, along with writings and publications. With her husband Paolo, Laura became known for her extraordinary educational role, not only for Italians at the ICR but for students worldwide through ICCROM courses, which included ICCROM's Mural Painting's Course (MPC), started in 1975 under then ICCROM Director Paul Philippot. Given their unique skills in cleaning and consolidation, their method of discussing and planning image restoration and presentation, and their international experience with missions to approximately 36 countries, Laura and Paolo's wealth of experience begged to be documented for a wider public. With Philippot as co-author and in collaboration with the ICOM Conservation Committee on the Conservation of Mural Paintings, the Moras produced the seminal work *La conservation des peintures murales* (in Italian *La conservazione delle pitture murali*, and in English *The Conservation of Wall Paintings*), which appeared in 1977.

As a result of their profound contributions to ICCROM and the field of conservation, Laura and Paolo Mora were recipients of the ICCROM Award in 1984, and also received the ICOM-CC Medal in Lyon in 1999.

Laura Mora, in the words of colleague Paolo Pastorello, was an "autentica maestra nel ridare al bello la bellezza," an authentic master in the art of restoring beauty to beautiful things. Laura will be greatly missed by all her many friends, colleagues and students within the cultural heritage conservation community.

Financial Information

Statement of Income and Expenditure 2014 – 2015 as at 30 September 2015 (in Euro)

	ICCROM Funds	Partner Funds	Total
INCOME			
Member State Contributions	7 345 002	0	7 345 002
Other Contributions ¹	31 000	2 418 806	2 449 806
Other Income ²	925 939	0	925 939
TOTAL INCOME (A)	8 301 941	2 418 806	10 720 747
EXPENDITURES			
Personnel Costs ³	5 924 528	587 427	6 511 955
Programme Costs ⁴	1 131 212	1 703 680	2 834 892
Financial Operations ⁵	1 017 387	4 979	1 022 366
TOTAL EXPENDITURES (B)	8 073 127	2 296 086	10 369 213
OPERATIONAL SURPLUS (A-B)	228 814	122 720	351 534
EXCESS OF INCOME OVER EXPENDITURE TO INCREASE OPERATIONAL RESERVE			351 534

¹ Other Contributions: includes the contribution for building maintenance from the Italian government, secondments from the Italian and Japanese governments, the contribution from France for the EPA Fund Coordinator and external funding.

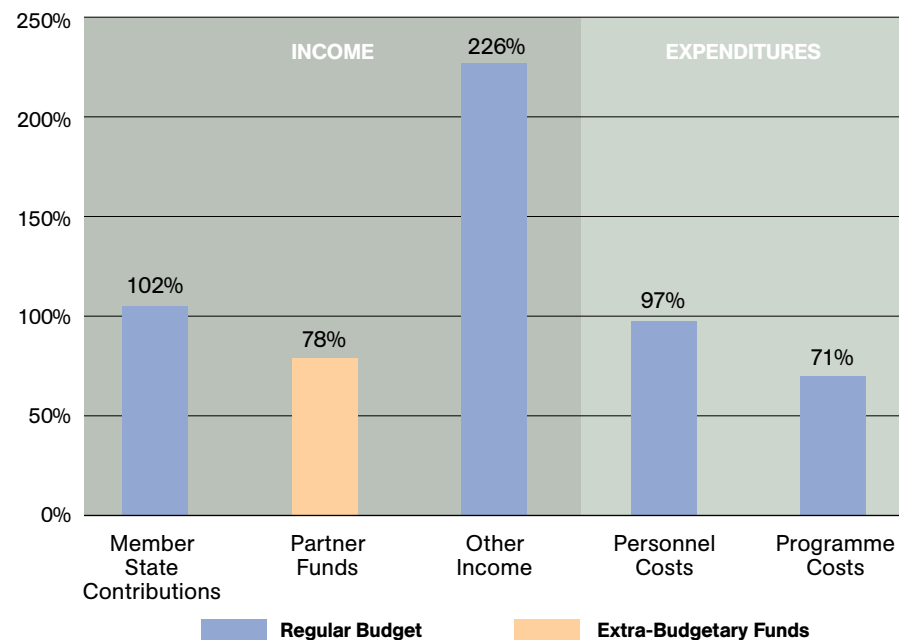
² Other Income: interests on ordinary bank accounts, administrative costs recovery, course fees, sales of publications and photocopies, gain on invested funds and other miscellaneous income.

³ Personnel Costs: salaries, pensions, allowances, benefits, medical insurance and other related payments.

⁴ Programme Costs: all expenditures for the implementation of the programmes (courses, travel, training, administrative services, maintenance and repairs, consulting, other services and equipment).

⁵ Financial Operations: bad debts, amounts returned to sponsors, increase of reserve funds, other sources of funds and adjustment rate of exchange.

Total Budget Implementation Including Extra-budgetary (Partner) Funds as at 30 September 2015



The figures in this section reflect the income received and expenditures incurred during the first 21 months of a 24-month (2014 – 2015) biennium.

With the exception of Member States contributions and personnel costs, the levels of implementation are dependent on the scheduling of the programmes throughout the biennium.

Overview of Expenditures as at 30 September 2015 against the Approved Budget for the 2014 - 2015 Biennium (in Euro)

	ICCRUM Budget Approved Operational A.	ICCRUM Budget Approved Staff B.	ICCRUM Supplementary Budget Bdg. Adjustment C.	ICCRUM Expenditure on Regular Budget D.	% Exp. on Regular Budget	ICCRUM Expenditure on Staff Budget E.	% Staff Costs on Regular Budget	Outstanding Regular Budget Balance F.(A+B+C-D-E)	Progr. Budget from Ext. Fund. at disposal for the Biennium G.	Staff Budget Paid from Ext. Funding Allocated H.	Total Expenses from External Funding I.	Outstanding External Funding Balance J.(G+H-I)	External Funding Not Allocated K.	Total Free Balance L.(F+J+K)
I. CORPORATE OPERATIONAL COSTS														
General Assembly	70 000,00			10 066,57	14,38%			59 933,43						59 933,43
Council/Bureau	40 000,00			29 330,43	73,33%			10 669,57						10 669,57
General Management. and Coordination	28 000,00	1 766 887,00		27 263,45	97,37%	1 823 290,28	103,19%	(55 666,73)	532 057,94		114 765,29	417 292,65		361 625,92
Logistics	490 000,00	317 941,00		360 468,29	73,56%	289 423,23	91,03%	158 049,48	194 861,18		191 055,40	3 805,78		161 855,26
LAN Administration	190 000,00	230 696,00		130 587,71	68,73%	202 159,12	87,63%	87 949,17						87 949,17
Finance and Administration	90 000,00	567 010,00		29 597,77	32,89%	503 828,34	88,86%	123 583,89						123 583,89
Total: Corporate Operational Costs	908 000,00	2 882 534,00		587 314,22	64,68%	2 818 700,97	97,79%	384 518,81	726 919,12		305 820,69	421 098,43		805 617,24
II. PROGRAMME COSTS														
DISASTER & RISK MANAGEMENT														
Training	40 000,00	373 226,00	13 672,50	53 672,50	134,18%	333 204,74	89,28%	40 021,26	85 277,15		63 259,77	22 017,38		40 021,26
Research														22 017,38
Communication			1 458,62	1 073,33				385,29						385,29
Total: Disaster & Risk Management	40 000,00	373 226,00	15 131,12	54 745,83	136,86%	333 204,74	89,28%	40 406,55	85 277,15		63 259,77	22 017,38		62 423,93
MATERIAL SCIENCE AND TECHNOLOGY														
Training	131 000,00	424 983,00	28 510,47	138 388,76	105,64%	373 765,98	87,95%	51 217,02	83 784,27		69 899,29	13 884,98		51 217,02
Research	12 000,00			1 551,35	12,93%			21 121,71						10 448,65
Communication	2 000,00							2 000,00						2 000,00
Total: Material Science and Technology	145 000,00	424 983,00	28 510,47	139 940,11	96,51%	373 765,98	87,95%	84 787,38	83 784,27		69 899,29	13 884,98		98 672,36
WORLD HERITAGE														
Training	69 000,00	450 064,00		65 615,53	95,09%	428 496,91	95,21%	21 567,09	22 829,85	215 499,62	155 611,82	59 887,80		81 454,89
Research								3 384,47			7 176,68	15 653,17		19 037,64
Communication									378 927,21		207 857,37	171 069,84		171 069,84
Total: World Heritage	69 000,00	450 064,00		65 615,53	95,09%	428 496,91	95,21%	24 951,56	401 757,06	215 499,62	370 645,87	246 610,81		171 562,37
PEOPLE-CENTRED APPROACHES														
Training	15 000,00	137 230,00		10 920,70	72,80%	141 385,91	103,03%	(4 155,91)		38 589,57	29 098,56	9 491,01		5 335,10
Research								4 079,30						4 079,30
Communication														
Total: People-centred Approaches	15 000,00	137 230,00		10 920,70	72,80%	141 385,91	103,03%	(76,61)		38 589,57	29 098,56	9 491,01		9 414,40
BUILDING REGIONAL COLLABORATION														
ATHAR		296 886,00	15 337,75	15 217,59		253 996,21	85,55%	42 889,79	1 287 409,91	497 462,98	392 141,16	105 321,82		148 211,61
LATAM								120,16			623 229,93	664 179,98		664 300,14
MOSAICON									201 410,65		137 746,17	63 664,48		63 664,48
CHA-ICCRUM Fund Programme for ASIA									422 772,44		215 780,67	206 991,77		206 991,77
Collaborations with Regional Institutions	10 000,00			7 676,21	76,76%			2 323,79	9 388,08		9 388,08			2 323,79
Total: Building Regional Collaboration	10 000,00	296 886,00	15 337,75	22 893,80	228,94%	253 996,21	85,55%	45 333,74	1 920 981,08	497 462,98	1 378 286,01	1 040 158,05		1 085 491,79
KNOWLEDGE AND COMMUNICATION														
Library Activities	111 000,00	1 150 421,00		87 007,13	78,38%	1 018 240,18	88,51%	132 180,82						132 180,82
Archives activities	18 000,00			17 331,11	96,28%			23 992,87	10 741,37		9 600,00	1 141,37		25 134,24
Communications activities	75 000,00			35 381,15	47,17%			668,89	500,00		500,00			668,89
Forum								39 618,85	26 300,12		15 566,75	10 733,37		50 352,22
Total: Knowledge and Communication	204 000,00	1 150 421,00		139 719,39	68,49%	1 018 240,18	88,51%	196 461,43	37 541,49		25 666,75	11 874,74		208 336,17
INTERNATIONAL FELLOWSHIPS	50 000,00			58 062,85	116,13%			(8 062,85)	53 410,00		53 410,00			(8 062,85)
ADVTO INT & REG CONS NETW & INST	52 000,00			52 000,00	100,00%									
Total: Programme Implementation Costs	585 000,00	2 832 810,00	58 979,34	543 898,21	92,97%	2 549 089,93	89,98%	383 801,20	2 582 751,05	751 552,17	1 990 266,25	1 344 036,97		1 727 838,17
III. PERSONNEL COSTS														
Personnel costs (not allocated)		400 000,00				556 737,06	139,18%	(156 737,06)						(156 737,06)
Total: Personnel Costs		400 000,00				556 737,06	139,18%	(156 737,06)						(156 737,06)
IV. FINANCIAL OPERATIONS														
Doubtful Contributions				6 344,00				(6 344,00)						(6 344,00)
Adjustments Rate of Exchange				460 019,75				(460 019,75)						(460 019,75)
General Management (Bad debts)														-
Returned to Sponsors														-
Increase of Funds				557 367,84				(557 367,84)						(557 367,84)
Administrative Support Costs									122 718,89		122 718,89			-
Total: Financial Operations				1 023 731,59				(1 023 731,59)	122 718,89		122 718,89			(1 023 731,59)
Total: General Expenditures	1 493 000,00	6 115 344,00	58 979,34	2 154 944,02	138,85%	5 924 527,96	96,88%	(412 148,64)	3 432 389,06	751 552,17	2 418 805,83	1 765 135,40		1 352 986,76
		7 608 344,00							4 183 941,23			1 765 135,40		

Direct Cash Contributions from ICCROM Member States to the Programme and Budget for the 2014 – 2015 Biennium, and Supplementary Direct Cash Contributions Received from Member States and Other Donors during the Biennium (in Euro) *

Member State	Entry Date	Assessed Contribution	Voluntary Contribution	Total	Member State	Entry Date	Assessed Contribution	Voluntary Contribution	Total	Member State	Entry Date	Assessed Contribution	Voluntary Contribution	Total			
1	Afghanistan	2010	720		720	42	Finland	1981	39 304		39 304	84	Mozambique	2004	720		720
2	Albania	1962	720		720	43	France	1964	423 194	50 000	473 194	85	Myanmar	1987	720		720
3	Algeria	1973	10 366		10 366	44	Gabon	1961	1 512		1 512	86	Namibia	1998	720		720
4	Andorra	1998	720		720	45	Gambia	1999	720		720	87	Nepal	1969	720		720
5	Angola	1992	720		720	46	Georgia	2000	720		720	88	Netherlands	1959	125 180		125 180
6	Argentina	1988	32 680		32 680	47	Germany	1964	540 312		540 312	89	New Zealand	1987	19 148		19 148
7	Armenia	2004	720		720	48	Ghana	1959	1 080		1 080	90	Nicaragua	1971	Suspended		
8	Australia	1975	156 924		156 924	49	Greece	1987	48 302		48 302	91	Nigeria	1961	6 838		6 838
9	Austria	1958	60 394		60 394	50	Guatemala	1975	2 016		2 016	92	Norway	1980	64 354		64 354
10	Azerbaijan	2002	3 024		3 024	51	Guyana	1999	720		720	93	Oman	2004	7 702		7 702
11	Bahrain	2006	2 952		2 952	52	Haiti	1992	720		720	94	Pakistan	1963	6 406		6 406
12	Bangladesh	2007	720		720	53	Honduras	1964	720		720	95	Paraguay	1973	720		720
13	Barbados	1985	720		720	54	India	1961	50 388		50 388	96	Peru	1962	8 854		8 854
14	Belgium	1959	75 512		75 512	55	Iran (Islamic Republic of)	1972	26 922		26 922	97	Philippines	1984	11 662		11 662
15	Benin	1986	720		720	56	Iraq	2011	5 110		5 110	98	Poland	1958	69 680		69 680
16	Bolivia	2004	720		720	57	Ireland	1986	31 600		31 600	99	Portugal	1967	35 848		35 848
17	Bosnia and Herzegovina	2000	1 296		1 296	58	Israel	1958	29 946		29 946	100	Qatar	2012	15 836		15 836
18	Botswana	2002	1 296		1 296	59	Italy	1960	336 528	192 861	529 389	101	Republic of Korea	1968	150 878	341 105	491 983
19	Brazil	1964	221 998		221 998	60	Japan	1967	819 680	134 218	953 898	102	Romania	1960	17 132		17 132
20	Brunei Darussalam	2006	1 944		1 944	61	Jordan	1958	1 656		1 656	103	Russian Federation	2014	153 722		153 722
21	Bulgaria	1959	3 528		3 528	62	Kenya	1998	1 008		1 008	104	Rwanda	2004	720		720
22	Burkina Faso	1988	720		720	63	Kuwait	1962	20 660		20 660	105	Saudi Arabia	2000	65 362		65 362
23	Cambodia	1961	720		720	64	Lao People's Democratic Republic	2006	720		720	106	Senegal	2006	720		720
24	Cameroon	1995	936		936	65	Latvia	2012	3 528		3 528	107	Serbia	1959	3 024		3 024
25	Canada	1978	225 742		225 742	66	Lebanon	1958	3 168		3 168	108	Seychelles	2006	720		720
26	Chad	2000	720		720	67	Lesotho	2007	720		720	109	Slovakia	2000	12 958		12 958
27	Chile	1981	25 266		25 266	68	Libya	1959	10 726		10 726	110	Slovenia	1996	7 558		7 558
28	China	2000	389 506	23 970	413 476	69	Lithuania	1991	5 542		5 542	111	South Africa	2004	28 146		28 146
29	Colombia	1971	19 580		19 580	70	Luxembourg	1978	6 118		6 118	112	Spain	1958	224 950		224 950
30	Congo (Republic of the)	1999	Suspended			71	Madagascar	1963	720		720	113	Sri Lanka	1958	1 872		1 872
31	Côte d'Ivoire	1985	864		864	72	Malawi	2013	720		720	114	Sudan	1960	720		720
32	Croatia	1993	9 502		9 502	73	Malaysia	1966	21 236		21 236	115	Swaziland	2007	720		720
33	Cuba	1971	5 254		5 254	74	Maldives	2012	720		720	116	Sweden	1969	72 632		72 632
34	Cyprus	1963	3 528		3 528	75	Mali	1989	720		720	117	Switzerland	1959	79 254		79 254
35	Czech Republic	1996	29 226		29 226	76	Malta	1965	1 224		1 224	118	Syrian Arab Republic	1959	2 736		2 736
36	Denmark	1972	51 036		51 036	77	Mauritania	2009	720		720	119	Thailand	1967	18 068		18 068
37	Dominican Republic	1958	3 384		3 384	78	Mauritius	1998	1 008		1 008	120	The Former Yugoslav Republic of Macedonia	1993	720		720
38	Ecuador	1980	3 312		3 312	79	Mexico	1961	139 360		139 360	121	Togo	2005	720		720
39	Egypt	1959	10 150		10 150	80	Monaco	2007	936		936	122	Trinidad and Tobago	2007	3 312		3 312
40	Estonia	2001	3 024		3 024	81	Mongolia	2003	720		720	123	Tunisia	1969	2 736		2 736
41	Ethiopia	1975	720		720	82	Montenegro	2007	720		720						
						83	Morocco	1958	4 678		4 678						

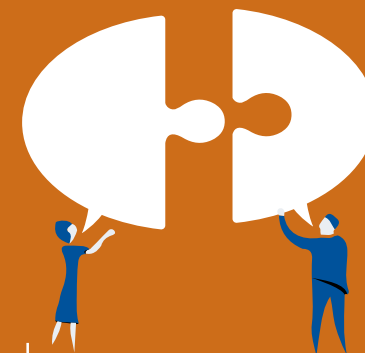
	Member State	Entry Date	Assessed Contribution	Voluntary Contribution	Total
124	Turkey	1969	100 490		100 490
125	United Arab Emirates **	2009	44 990	1 528 812	1 573 802
126	United Kingdom of Great Britain and Northern Ireland	1967	391 880		391 880
127	United Republic of Tanzania	2004	720		720
128	United States of America	1971	1 583 646		1 583 646
129	Uruguay	2002	3 960		3 960
130	Venezuela	1989	47 438		47 438
131	Viet Nam	1972	3 168		3 168
132	Yemen	2008	720		720
133	Zambia	2003	720		720
134	Zimbabwe	1993	720		720
TOTAL			7 351 346	2 270 966	9 622 312

* Including cash contributions recorded for activities scheduled beyond the 2014-2015 biennium.
 ** Voluntary contribution from the Government of Sharjah.

This table does not include cost-sharing or in-kind contributions to ICCROM's programmes and activities.

Direct Cash Contributions from Other Donors

Other Donors	Contribution
Annenberg Foundation (United States)	10 000
Arab League Educational, Cultural and Scientific Organization (ALECSO)	3 635
Associazione Herculaneum (Italy)	15 000
AV Preserve (United States)	2 295
Fayoum University (Egypt)	1 044
Getty Conservation Institute (United States)	66 086
Global Heritage Fund (United States)	11 558
Netherlands Institute of Sound and Vision (Netherlands)	10 000
Prince Claus Fund (Netherlands)	15 000
Smithsonian Institution (United States)	38 290
Social Fund for Development (Yemen)	18 351
UNESCO	63 794
University of Urbino "Carlo Bo" (Italy)	3 630
Arab Regional Centre for World Heritage (ARC-WH) (Bahrain)	119 102
UNESCO World Heritage Centre - World Heritage Fund	239 202
TOTAL	616 986



Your Partnership is Valued

The results we have achieved in this biennium would not have been possible without the support of our 134 Member States, and our many partners and stakeholders around the world. You have been vital to these efforts, and we thank you.

Strategic partnerships through Memoranda of Understanding:

Agency for Cultural Affairs (ACA), Japan
 AHRC/EPSRC Science and Heritage Programme, United Kingdom
 Alvar Aalto Foundation, Finland
 Arab League Educational, Cultural and Scientific Organization (ALECSO)
 Arab Regional Centre for World Heritage (ARC-WH), Bahrain
 ARS Progetti, Italy
 Associazione Herculaneum, Italy
 Bern University of the Arts, Switzerland
 Canadian Conservation Institute
 Central Institute for Conservation in Belgrade (CIK), Serbia
 Centre de recherche et de restauration des musées de France, France
 Commission belge francophone et germanophone pour l'UNESCO, Belgium
 Cultural Heritage Administration (CHA), Republic of Korea
 Cultural Heritage Agency, Netherlands
 Dirección de Bibliotecas, Archivos y Museos (DIBAM), Chile

Directorate-General for Antiquities and Museums (DGAM), Syrian Arab Republic
 Direzione Generale per le Biblioteche, gli Istituti Culturali ed il Diritto d'Autore, Ministero dei Beni e delle Attività Culturali e del Turismo, Italy
 European Confederation of Conservator-restorers' Organisations A.I.S.B.L. (E.C.C.O.)
 Faculdade de Ciências e Tecnologia, Universidade Nova de Lisboa, Portugal
 Fayoum University, Egypt
 Federal State Budget Cultural Institution "Kizhi State Open Air Museum of History, Architecture and Ethnography", Russian Federation
 Flemish Commission for UNESCO, Belgium
 Flemish Interface Centre for Cultural Heritage (FARO), Belgium
 Food and Agriculture Organization of the United Nations (FAO)
 Fraunhofer Institute for Building Physics (IBP), Germany
 Getty Conservation Institute, United States of America
 Getty Foundation, United States of America
 Government of Sharjah, United Arab Emirates

Government of the United States of America
 ICOMOS Italia, Italy
 Initiative for Heritage Conservancy, Greece
 International Association for Classical Archaeology (AIAC), Italy
 International Committee for the Conservation of Mosaics (ICCM)
 International Council on Monuments and Sites (ICOMOS)
 International Institute for Conservation Historic and Artistic Works of Art (IIC)
 International Union for Conservation of Nature (IUCN)
 Instituto Nacional de Antropología e Historia (INAH), Mexico
 Islamic Educational, Scientific and Cultural Organization (ISESCO)
 Israel Antiquities Authority
 J. Paul Getty Trust, United States of America
 Kingdom of Bahrain
 Istituto per i beni archeologici e monumentali (IBAM CNR), Italy
 Ministry of Culture, Algeria
 Ministry of Culture, Yemen
 Ministry of Higher Education and Scientific Research, Yemen
 National Centre for Safety of Heritage Structures (NCSHS), Indian Institute of Technology Madras, India
 National Heritage Board, Sweden
 National Heritage Centre of Tsinghua University, China
 National Research Council (CNR), Italy
 National Research Institute of Cultural Heritage, Cultural Heritage Administration (CHA), Republic of Korea
 National Research Institute for Cultural Properties (Tobunken), Japan
 Netherlands Institute for Sound and Vision
 Netherlands National Commission for UNESCO

Non-Catholic Cemetery in Rome, Italy
 PACKED Centre of Expertise in Digital Heritage, Belgium
 Polo museale Sapienza (PmS), Italy
 Ritsumeikan University, Japan
 Royal Institute for Cultural Heritage (KIK-IRPA), Belgium
 School of Library, Archival and Information Studies (SLAIS - University of British Columbia), Canada
 Smithsonian Institution, United States of America
 Social Fund for Development, Yemen
 Soprintendenza Speciale per i Beni Archeologici di Pompei, Italy
 Tbilisi Institute of Archaeology, Ivane Javakishvili Tbilisi State University, Georgia
 Technische Universität München (TUM), Germany
 UNESCO
 UNESCO Chair in Urban and Architectural Conservation, Russian Federation
 UNESCO Office in Cairo, Egypt
 UNESCO World Heritage Centre - World Heritage Fund
 Universidade Federal de Minas Gerais-CECOR, Brazil
 University College London Qatar (UCL-Qatar), United Kingdom and Qatar
 University of Porto, Portugal
 University of Sharjah, United Arab Emirates
 World Heritage Institute for Training and Research in Asia and the Pacific (WHITR-AP), China
 Youth in Conservation of Cultural Heritage (YOCOCU), Italy

Special Advisors to the Director-General:

Monica Ardemagni; Azedine Beschaouch; Mounir Bouchenaki; Luigi Campanella; Paolo Giorgio Ferri; Gaël de Guichen; Jukka Jokilehto; Marisa Laurenzi Tabasso; Rosalia Varoli Piazza.

Legal Advisor appointed by the ICCROM Council: Giuliano Pucci

Additional partners:

Belgium: Brussels Fund for Scientific Congresses; Flemish Institute for Archiving (VIAA); International Federation of Television Archives (FIAT-IFTA); Royal Flemish Academy of Belgium for Science and the Arts; Memnon Archiving Services; Vrije Universiteit Brussel; Wikimedia Belgium.

Cambodia: National Museum of Cambodia.

Canada: Canadian Heritage Information Network (CHIN); Ontario Museums Association (OMA).

China: Chinese Academy for Cultural Heritage (CACH); State Administration for Cultural Heritage (SACH).

Egypt: Ministry of State for Antiquities.

Estonia: Baltic Audio Visual Archival Council (BAAC).

India: Department of Archaeology and Museums in Rajasthan; Indira Gandhi National Centre for the Arts.

Iran: Cultural Heritage Handicrafts and Tourism Organization (ICHHTO).

Italy: Agenzia Nazionale Stampa Associata Soc. Coop. (ANSA); DigiLab - Centro Interdipartimentale di Ricerca e Servizio, La Sapienza Università di Roma; Direzione Generale degli Archivi (General Directorate for Archives); Federazione Italiana Club e Centri UNESCO (FICLU); International Centre for the Study of Herculaneum; Istituto per la Conservazione e la Valorizzazione dei Beni Culturali (ICVBC-CNR); Istituto Superiore per la Conservazione ed il Restauro (ISCR); PRODOC; Regione Lazio; Università di comunicazione e lingue (IULM); La Sapienza Università di Roma; Libera Università Internazionale degli Studi Sociali Guido Carli (LUISS); Museo delle Culture; SOS Archivi; Università degli Studi di Roma Tor Vergata.

Japan: Asia-Pacific Cultural Centre for UNESCO (ACCU); Japan Consortium for International Cooperation in Cultural Heritage (JCIC-Heritage); Japanese Association for Conservation of Architectural Monuments (JACAM); Ministry of Foreign Affairs; National Institutes of Cultural Heritage (NICH).

Lebanon: UNESCO Office in Beirut.

Malaysia: Sarawak Museum Department.

Moldova: Agency for Inspection and Restoration of Monuments; ICOM Moldova; ICOMOS Moldova; National Art Museum.

Netherlands: Blue Shield Netherlands; Centre for Global Heritage and Development; Dutch Culture Centre for International Cooperation; Helicon Conservation Support; HKV Lijn in Water; Leiden University; Ministry of Education, Culture and Science; Municipality of Amsterdam; National Museum for World Cultures (Tropenmuseum and Museum Volkenkunde); Netherlands Cultural Heritage Agency; Peace Palace Library; Prince Claus Fund; Reinwardt Academie, Amsterdam University of the Arts; Royal Dutch Army; Stadsherstel; University of the Arts; UP learning; War Child Netherlands.

Norway: Ministry of Climate and the Environment; Norwegian Directorate for Cultural Heritage (Riksantikvaren).

Qatar: UNESCO Doha.

Serbia: Ministry of Culture; Railway Museum.

Slovenia: University of Nova Gorica.

Spain: Fundación Ars Civilis; Museu Nacional d'Art de Catalunya.

Sri Lanka: Department of Archaeology; Ministry of National Heritage; University of Kelaniya.

Switzerland: Swiss Government.

United Arab Emirates: American University of Sharjah; Governments of the United Arab Emirates; National Council of Tourism and Antiquities; Sharjah Department of Information and Culture; Sharjah Institute for Heritage; Sharjah Museums Department.

United States of America: Academic Initiatives Abroad; American University in Rome; Annenberg Foundation; AV Preserve; United States Secretary of State.

International: Arabic Institute for Conservation of Historic & Artistic Works (AriC); Gulf Cooperation Council; International Council on Monuments and Sites – International Scientific Committee on Risk Preparedness (ICOMOS-ICORP); International Council of Museums (ICOM); International Council of Museums – Disaster Relief Task Force (ICOM-DRTF); International Federation of Library Associations – Strategic Programme on Preservation and Conservation (IFLA-PAC); International Institute for the Unification of Private Law (UNIDROIT); Regional Alliance for South East Europe – ICOM SEE.



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ICCROM (International Centre for the Study of the Preservation and Restoration of Cultural Property) is an intergovernmental organization (IGO), and the only institution of its kind dedicated to the protection and preservation of cultural heritage worldwide, including monuments and sites, as well as museum, library and archive collections. ICCROM fulfils its mission through collecting and disseminating information; coordinating research; offering consultancy and advice; providing advanced training; and promoting awareness of the value of preserving cultural heritage.

ICCROM
Via di San Michele, 13
00153 Rome, Italy
Telephone: +39-06585531
Fax: +39-0658553349
iccrom@iccrom.org

www.iccrom.org

 www.facebook.com/iccrom

 [@ICCROM](https://twitter.com/ICCROM)

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STAFF

Office of the Director-General

Stefano De Caro, Director-General
Bruno Pisani, Manager of Finance and Administration (until 7 September 2015)
Sophy Janowski, Chief Management Officer (as of 1 September 2015)
Maria Teresa Jaquinta, Liaison Officer (Co-operation with Italy)
Florence Lamy-Joly, EPA Fund Coordinator
Pilar House, Personal Assistant to the Director-General
Pascale Retailleau, Administrative Assistant
Alice Iemali, Clerk

Sites Unit

Joseph King, Unit Director
Gamini Wijesuriya, Project Manager
Akiko Umezu, Project Manager
Elena Incerti Medici, Senior Administrative Assistant
Sonia Widmer, Administrative Assistant (until 31 August 2015)

Collections Unit

Catherine Antomarchi, Unit Director
Katriina Similä, Project Manager
Aparna Tandon, Project Specialist
Alison Heritage, Conservation Research Specialist
Isabelle d'Ailhaud de Brisis, Administrative Assistant
Isabelle Verger, Administrative Assistant

ICCROM-ATHAR Regional Conservation Centre

Zaki Aslan, Director
Abdullah Halawa, Project Consultant (Architecture and Sites)
Fatma Marii, Project Consultant (Conservation and Laboratory)
Anwar Sabik, Project Consultant (Special and National Projects)
Yasmin Hashem, Communication Consultant
Noura Al Ali, Administrative Assistant*
Shaikha Ali, Administrative Assistant*
Rahel Wolde Mikael, Administrative Assistant in Rome
Rana Salah, Translator
Hameed Nalakath Shahul, Driver and Messenger
** Staff on loan from the Government of Sharjah*

Knowledge and Communication Services

Paul Arenson, Manager
Maria Mata Caravaca, Archivist
Jennifer Copithorne, Communication and Web Officer
Gianna Paganelli, Library Assistant (until 29 May 2015)
Daniela Sauer, Library Assistant
Cécile Gallon, Library Assistant (as of 1 June 2015)
Nicolina Falciglia, Library, Technical Assistant
Sabina Giuriati, Information Systems Clerk
Elisa Ortiz, Administrative Assistant

Management and Administration

Bruno Pisani, Manager of Finance and Administration (until 7 September 2015)
Sophy Janowski, Chief Management Officer (as of 1 September 2015)
Roberto Nahum, Information Systems Administrator
M. Anna Stewart, Coordinator, Training Information and Fellowships
Maurizio Moriconi, Head of Accountancy
Anna Berardino, Accounting Clerk
Cristina Parrini, Accounting Clerk
Florence Lamy-Joly, EPA Fund Coordinator
Pietro Baldi, Head of Logistics (until 31 July 2015)
Giuseppe Cioffi, Head of Logistics (as of 1 August 2015)
Dilum Chaminda Nanayakkara, Logistics Assistant (as of 1 July 2015)
Marco Carra, Helpdesk Clerk

On the cover: Nepalese army clearing debris near the damaged Malla tower (Shikara Anantapura) on Swayambhu Hill, part of the Kathmandu Valley World Heritage complex. Following the April 2015 earthquake, ICCROM and partners organized field-based training which led to the stabilization of this shrine. Image: Tapash Paul/Drik

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