

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

Annual Report

November 2011 – October 2012

ICCROM Newsletter 38



ICCROM



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Director-General's Message

I am pleased to be introducing this annual report, and myself as ICCROM's new Director-General. Since taking over duties in January 2012, I am proud of how exceptionally ICCROM has performed in both technical and human terms, notwithstanding ongoing global economic disruptions. Working with partner organizations, both staff and Council have continued to focus on our commitment to Member States by relying on our core value of promoting quality in the conservation of cultural heritage worldwide. Information on the activities carried out this year is contained in this annual report in addition to being posted on our website. I would also call attention to the table on page 2 which summarizes our achievements with regards to the indicators laid out in the Programme and Budget (also available online). You will see that we are well on our way towards achieving many of the promised targets.

I am happy to report that we have increased the number of Member States to 133 (as of October 2012)



with the recent accession of Iraq, Latvia, Maldives and Qatar. This is a sign of ICCROM's effectiveness in carrying out its mandate, due to the work of the previous Director-General, Mounir Bouchenaki, and our staff. It is also thanks to the work of our Council which represent us around the world, and our vast network of partners. Negotiations with the Russian Federation for its return to ICCROM are continuing, and we are working with other countries that have expressed interest in adhering to ICCROM's Statutes.

Member States have been able to take advantage of a full range of ICCROM's services including participation in the courses taking

place in Rome and around the world, as well as the use of the Library. The staff have also undertaken over 100 missions to attend meetings providing advice to governments and partner institutions. Additionally, work is continuing on the redesign of our website in order to better manage communication and information.

Regarding our relationship with Italy, we are looking forward to the future move to our new headquarters in the nearby San Francesco a Ripa complex. Restoration work is proceeding according to schedule.

ICCROM also continues its work at the regional level. Sub-Saharan Africa remains a priority, in particular, the *Ecole du Patrimoine Africain* (EPA) in Benin and the Centre for Heritage Development in Africa (CHDA) in Kenya. Despite praiseworthy results, the two schools face challenges in fundraising at a moment of great need in the region. This issue was highlighted during the recent World Heritage Committee meeting given the destruction of a number of tombs in Timbuktu. ICCROM, with the aid of the Turkish International Cooperation and Development Agency (TIKA), invited a professional from Mali to the course on First Aid to Cultural Heritage in Times of Conflict. A promising area of activity is the establishment of our first regional

center outside Rome. The ATHAR Regional Centre in Sharjah, United Arab Emirates began operating in January 2012, and we must thank the generosity of His Highness Dr Sheikh Sultan bin Mohammed Al Qasimi, Member of the Supreme Council and Ruler of Sharjah for his support of this initiative.

Fundraising remains a top priority for the LATAM programme. This task has remained difficult in the current financial climate, but nevertheless, we have been able to carry out several activities with the support of the Government of Mexico.

ICCROM continues to strengthen relations with institutional partners. I met with Irina Bokova, Director-General of UNESCO, during a recent visit to the Bay of Naples. This was an important opportunity to exchange ideas on issues of common interest for both organizations. The 40th anniversary of the World Heritage Convention has also provided ICCROM staff with opportunities to strengthen ties with UNESCO. Similarly, ICCROM continues to strengthen links to ICOMOS and ICOM. We are in the process of operationalizing the MoU with ICOMOS, and discussions are now underway with ICOM to develop a similar MoU. ICCROM also enjoys a strong working relationship with private foundations such as the Getty

Conservation Institute (a part of the Getty Trust). Contacts have also been made with such organizations as the Prince Claus Fund for activities related to disaster risk management.

It is within the framework of these accomplishments that we must recognize that ICCROM has been able to maintain a high level of quality of service despite the challenging financial situation around the world. This is evident by the growth in our Member States which find value in joining the organization, even in difficult times. Our regular budget, however, has remained virtually the same for three biennia, meaning a substantial reduction in funding for activities due to increasing costs. Our ability to sustainably maintain the quantity and quality of our services depends on the commitment from ICCROM's staff, Council and Member States to meet the challenges ahead by ensuring that the organization has the necessary resources to continue its work. It may be useful, in this respect, for the Council and General Assembly to revisit the issue of preparing programmes and budgets based on Zero Nominal Growth rather than Zero Real Growth.

At the same time, ICCROM staff continue to seek support through extra-budgetary contributions and partnerships, as seen in the activity

descriptions throughout this report. We are also seeking other means of obtaining resources such as the secondments of staff. We have also recently put together a consortium of organizations, each contributing Euro 10,000, to cover the costs of the upcoming ICCROM Forum on Conservation Science. This is a model which, while time intensive, may be of interest in the future.

As evidenced by the activities described in this annual report, ICCROM continues to work hard in the service of conservation professionals worldwide, focusing on the opportunities, issues and risks lying ahead of us. During my directorship, I pledge to continue to work with staff to ensure that their excellent work is able to proceed, despite the fewer resources available. I am proud of what they have accomplished in my first year as Director-General, and it is my sincere hope that all those reading this report will find positive ways to work with ICCROM to as we move forward in the future.



Stefano De Caro
Director-General of ICCROM

Results-Oriented Target Indicators

What we have achieved so far

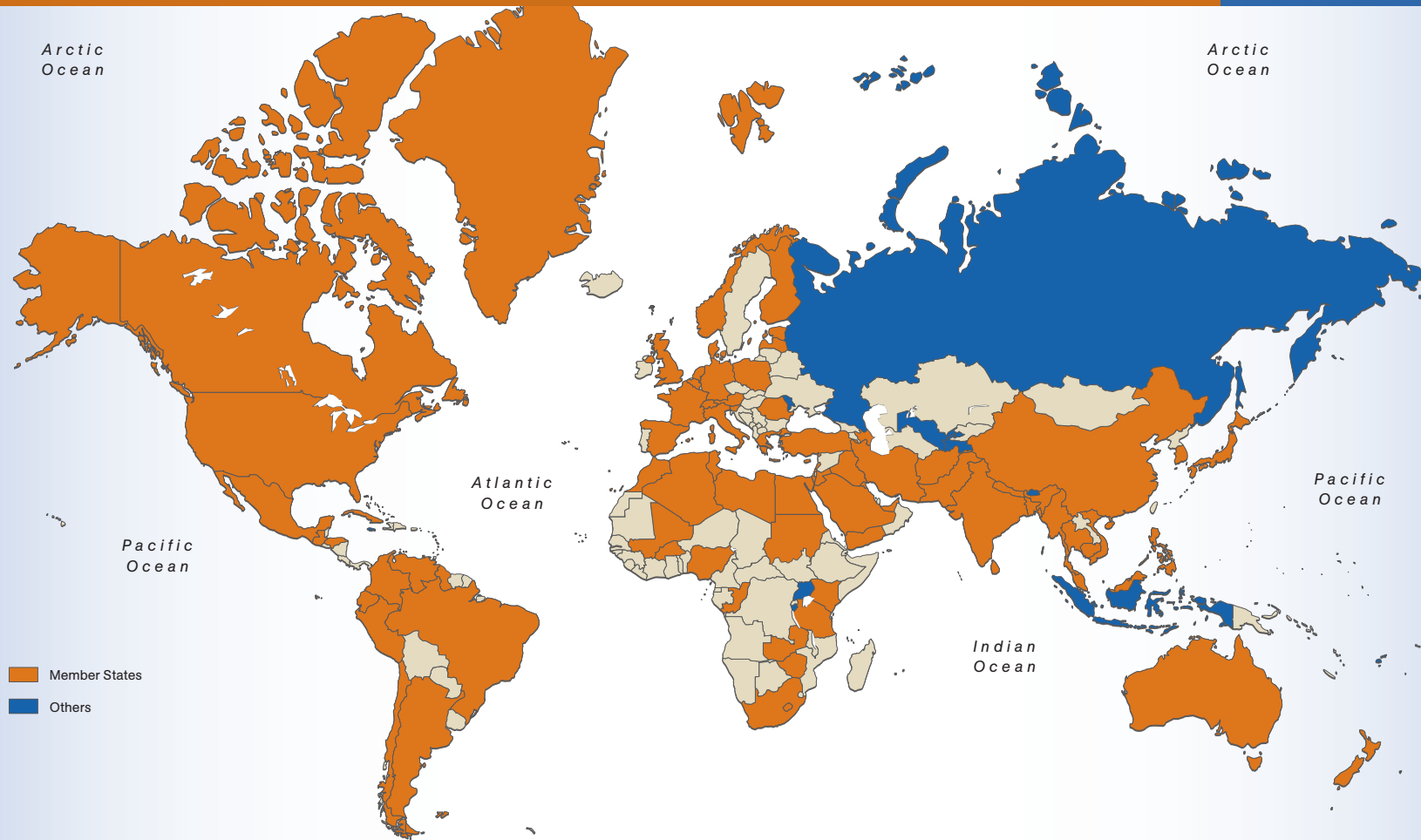
Target Indicators in the Programme and Budget for the 2012–2013 biennium outline the following expected results:	In the period of November 2011 – October 2012 the following results have already been achieved:
12–18 courses will be implemented	10 courses were implemented
50–80 weeks of courses will be carried out	37 weeks of courses were carried out
200–300 professionals will be trained	156 professionals were trained
150–250 resource persons will be engaged in training activities	185 resource persons were engaged in training activities *
8–12 fellows and visiting researchers will be hosted at ICCROM	3 fellows were hosted at ICCROM
8–10 interns will be hosted at ICCROM	7 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.

International Training: who benefited

- | | | | | | | | | |
|------------|----------|---------|----------|-------------|-------------------|--------------|------------------|----------|
| Australia | Cambodia | France | Italy | Mali | Nigeria | Slovenia | United Kingdom | Viet Nam |
| Austria | Canada | Germany | Japan | Mauritius | Norway | South Africa | of Great Britain | Yemen |
| Azerbaijan | China | Greece | Jordan | Mexico | Pakistan | Spain | and Northern | Zambia |
| Bahrain | Colombia | Guyana | Kenya | Morocco | Peru | Sri Lanka | Ireland | Zimbabwe |
| Bangladesh | Denmark | India | Latvia | Myanmar | Philippines | Sudan | United Republic | |
| Belgium | Egypt | Iran | Lesotho | Nepal | Poland | Switzerland | of Tanzania | |
| Brazil | Estonia | Iraq | Malaysia | Netherlands | Republic of Korea | Thailand | United States of | |
| Bulgaria | Finland | Israel | Maldives | New Zealand | Romania | Turkey | America | |

- Fiji
- Holy See
- Indonesia
- Moldova
- Russian Federation



■ Member States
■ Others

Regional Training: who benefited?

- | | | | | | | | |
|-------------|----------|-----------|----------|----------|-------------|------------------|-----------|
| Afghanistan | Cambodia | Cyprus | Honduras | Libya | New Zealand | Thailand | Venezuela |
| Algeria | Chile | Ecuador | Italy | Maldives | Pakistan | Tunisia | Viet Nam |
| Argentina | China | Egypt | Japan | Mexico | Peru | Turkey | |
| Bangladesh | Colombia | France | Jordan | Morocco | Spain | United States of | |
| Brazil | Cuba | Guatemala | Lebanon | Myanmar | Sri Lanka | America | |

- Bhutan
- Indonesia
- Jamaica
- Tajikistan
- Tonga
- Uzbekistan

ICCROM News

Staff News

In January 2012, **Stefano De Caro** took up his duties as Director-General of ICCROM. His appointment follows a long career as an archaeologist, author, lecturer and teacher in several Italian universities, and former Director-General of Antiquities with the Italian Ministry of Cultural Heritage and Activities (MiBAC). He is well known to ICCROM, having represented the Italian government on the Council from 2008 to 2011.

ICCROM is also pleased to welcome **Yohei Kiyonaga** who has been seconded by the government of Japan as a Project Manager for the Sites Unit. He has both a BA and an MA in Engineering and Environmental Design, and comes from the Agency for Cultural Affairs of Japan where he is a specialist for cultural properties. Mr Kiyonaga is already familiar with ICCROM, having participated in the 2009 edition of the ARIS course on Architectural Records, Inventories and Information Systems for Conservation.

In early 2012, **Marco Carra** from Italy joined ICCROM as Helpdesk Clerk, and **Daniela Sauer** from Austria as Library Assistant. Mr Carra has a degree in Computer Science from the Sapienza University of Rome. Ms Sauer studied Conservation at the *Istituto Superiore per la Conservazione ed il Restauro* (ISCR) and also holds a certificate in Library Sciences and Bibliography from the Pontifical Gregorian University, Rome.

This past year, we said farewell to Enrico Carra, Head of Logistics who retired after 30 years of service, and Daijro Kitagawa, who completed a two-year secondment in the Sites Unit.



New Member States

ICCROM is pleased to announce the adherence of the following Member States:

Iraq (14 November 2011)

Latvia (31 March 2012)

Maldives (7 July 2012)

Qatar (26 April 2012)

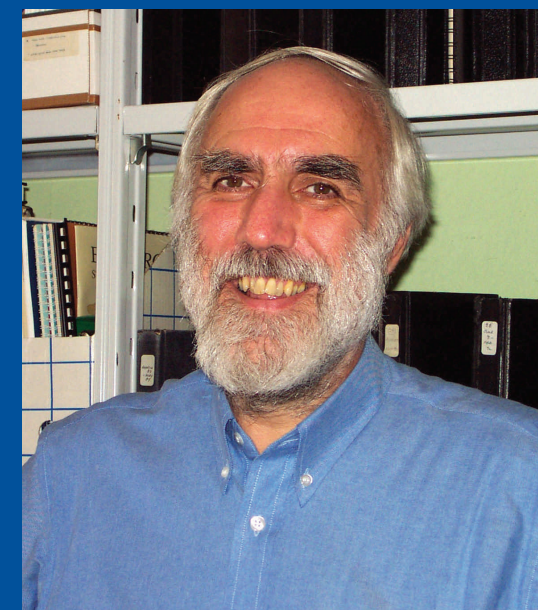
27th General Assembly of ICCROM

ICCROM held its General Assembly from 14–16 November 2011 at the FAO headquarters in Rome. During the three-day schedule, delegates appointed **Stefano De Caro** of Italy as the new Director-General. In addition, they elected new members to ICCROM's Council, approved the Programme and Budget for 2012–2013, welcomed new Member States and participated in the ICCROM Award ceremony. Eighty-eight Member State delegations attended the event, together with observers from 22 partner institutions, three non-Member State representatives and one Permanent Observer.

ICCROM Award

The General Assembly presented the 2011 ICCROM Award to **Herb Stovel**. The *laudatio* was read by Alain Godonou, Director of the Division of Cultural Objects and Intangible Heritage at UNESCO. It highlighted Stovel's renowned expertise in cultural heritage conservation, his role as Director of ICCROM's Heritage Settlements Unit, and his contribution to several standard-setting principles and texts that now guide professionals in the field. Meryl Oliver, Stovel's wife, accepted the award on his behalf.

The ICCROM Award is given in recognition of special merit in the field of conservation, protection and restoration of cultural heritage, and for making an important contribution to the development of ICCROM.



ICCROM Elected Council Members

Abdulaziz Al-Musallam Alkhaaldi

Mourad Betrouni

Marián Del Egado

Alberto De Tagle

Donatius M.K. Kamamba

Khaled Karoui

Wataru Kawanobe

Yong-han Kim

Elena Korca

Magdalena Krebs Kaulen

Gunilla Lagnesjö

Marie Lavandier

Qiong Lu

Orysia Luchak

Bruno Maldoner

Blanca Niño Norton

Sharon Park

Isabel Raposo De Magalhães

Lilia Rivero Weber

Grellan Rourke

Britta Rudolff

Myriam Serck-Dewaide

Stefan Simon

Luiz Souza

Abdolrasool Vatandoust

Hiroshi Daifuku (1920–2012)

ICCROM is saddened to announce the passing on 12 July of Hiroshi Daifuku. Representing UNESCO, he was instrumental in guiding the early development of ICCROM, then called the Rome Centre. Daifuku was appointed Programme Specialist at UNESCO in 1954 for the development of museums in the Museums and Monuments Division, headed by Jan K. van der Haagen. He also worked with Piero Gazzola, who was also a Programme Specialist at UNESCO at the time. It was together with van der Haagen and Gazzola that Daifuku became one of the key persons in the foundation and early development of ICCROM. As successor of van der Haagen, he represented UNESCO in ICCROM's Council for many years and was the contact person at UNESCO for ICCROM's Directors, from Harold J. Plenderleith, to Paul Philippot and Bernard M. Feilden. For his significant contribution to the organization, he received the ICCROM Award in 1979.

Herb Stovel (1948–2012)

It is with profound sadness that we learned of the death in March of Herb Stovel, Director of the Heritage Settlements Unit at ICCROM from 1998–2004 and recipient of the 2011 ICCROM Award. Herb's first involvement with ICCROM came in 1982 when he participated in the Scientific Principles of Conservation (SPC) course. Subsequently, he returned on numerous occasions as a consultant and teacher. Prior to joining ICCROM's staff, Herb was a professor at the University of Montreal where he was the first Director of its post-graduate conservation programme. One of his most important contributions to conservation came in 1994, as one of the key drafters of the *Nara Document on Authenticity*.

At ICCROM, Herb was in charge of the Integrated Territorial and Urban Conservation programme (ITUC). During this period, Herb carried out many courses in Rome and around the world. He also served as the coordinator of ICCROM's role as Advisory Body to the

At UNESCO, Daifuku was involved in practically all of its early cultural activities, including the international campaigns to save the monuments of Nubia. A close and fruitful collaboration developed between UNESCO and ICCROM in those years, very much due to the intelligence and vision of Daifuku. It was in this position that Daifuku also represented UNESCO at the 1964 International Conference in Venice, where ICCROM was one of the principal actors. Daifuku was one of the signatories of the *Venice Charter*, and a strong promoter of the establishment of ICOMOS the following year in Poland. We remember Dr Daifuku with great warmth, as a consummate professional who helped set the foundation upon which ICCROM's current activities still rely.



World Heritage Committee, drafting the first Global Training Strategy for World Heritage in 2000 and participating in the implementation of the World Heritage Convention.

Herb was the author or editor of numerous publications. Of note, *Risk Preparedness: a Management Manual for World Cultural Heritage* published by ICCROM, ICOMOS and the World Heritage Centre in 1998. He also co-edited *Conservation of Living Religious Heritage*, published in 2005 as part of the ICCROM Conservation Studies series.

After leaving ICCROM, Herb returned to Canada and became a professor in the Canadian Studies programme at Carlton University. His legacy will be carried on by the hundreds of students and colleagues who have benefited from his knowledge and enthusiasm for heritage conservation.

Training: international courses

International training is considered to be our core activity. For decades, ICCROM has offered opportunities for professionals from around the globe to come together to discuss conservation issues, suggest solutions and share experiences in a one-of-a-kind atmosphere of mutual learning. The Programme and Budget for 2012–2013 created a new structure which highlights key programme areas. Within these areas, training continues to be developed, implemented and evaluated.

In the area of **Disaster and Risk Reduction**, two courses have been implemented. The first, the International Course on Disaster Risk Management of Cultural Heritage, took place in Kyoto, Japan in partnership with Ritsumeikan University, the UNESCO World Heritage Centre and ICOMOS. The second, First Aid to Cultural Heritage in Times of Conflict, took place at ICCROM. These courses allow ICCROM to cover two key areas of disaster risk: hazards of natural origin and those caused by manmade conflict situations.

Within the programme on **Science and Technology for Conservation**, the 15th International Course on Wood Conservation Technology was implemented this spring in Norway, and the annual course on Conservation of Japanese Paper took place in September in Tokyo, Japan.

The Conservation of Built Heritage course took place at ICCROM as part of the **Improving Conservation and Management Practices through the World Heritage Convention** programme area. This course uses tools and methodologies developed within the World Heritage system to train professionals to better safeguard all types of heritage sites. A second, shorter course on Heritage Impact Assessment was also held in cooperation with the World Heritage

Institute of Training and Research for the Asia and the Pacific Region (WHITRAP) in Shanghai, China.

While there was no course in 2012 within the **Promoting People-Centered Approaches to Conservation: Living Heritage** programme area, work is ongoing in the planning of a curriculum design seminar to take place later in the biennium. Aspects of the living heritage approach, however, were an important part of the Conservation of Built Heritage course.

In total, there have been six international courses carried out by ICCROM from November 2011 to October 2012. These courses have taken place in China, Norway and Japan (2), in addition to Rome (2). A total of 27 weeks of learning took place in this 12-month period, and 96 participants took part in these international learning opportunities.

Conservation of Built Heritage (CBH 12)

2 March – 27 April 2012

The fourth Conservation of Built Heritage course was held at the ICCROM headquarters in Rome. This eight-week course for mid-career professionals provided a broad understanding of both

the technical and managerial aspects of conservation and management of built heritage (monuments, sites and landscapes). The course covered the following subjects: defining heritage and concepts of conservation; management and planning context; documentation and condition assessments; interventions and treatments related to all types of heritage; and issues of access, interpretation and education. It came to a close with a week-long special module on World Heritage and Sustainable Development, which was made possible thanks to our partners. This module incorporated the living heritage approach: the need to link heritage to communities and their wellbeing, in order for management to be more meaningful and effective. Twenty-two participants of diverse backgrounds (such as architects, archaeologists, engineers and planners) participated in the course. In addition, 40 resources persons from all over the world shared their knowledge, experience and skills through lectures, discussions and hands-on activities. Participants had the opportunity to visit some of the sites in Rome and surrounding area, as well as Florence and Herculaneum. Evaluations have shown that the participants were satisfied with all aspects of the course.

Partners: Herculaneum Centre, Italy; Herculaneum Conservation Project, Italy; and the UNESCO World Heritage Centre (WHC).





International Course on Wood Conservation Technology (ICWCT12)

23 May – 29 June 2012

The 15th International Course on Wood Conservation Technology was held in Oslo, Norway at the Norwegian Directorate for Cultural Heritage (*Riksantikvaren*). The aim of the course was to promote cultural understanding and research in wood conservation, and act as a valuable learning resource for the work of the participants in their respective countries. The course provided essential theoretical and practical knowledge for diagnosing the causes of deterioration of wood, and for selecting the most appropriate methods of conservation and restoration.

The uniqueness of this course came thanks to the participation of professionals who work with both immovable and movable heritage. Differing types of heritage, combined with various participant countries of origin and types of wood found in these countries, allowed for a broadening of knowledge that extended well beyond their immediate backgrounds. This led to a greater understanding of different aspects and approaches to conservation, as well as the opportunity to share experiences, practices and insights on the use of wooden materials. Throughout the course and in addition to formal lectures, participants worked in laboratories and museums, and embarked on a week-long tour where they visited sites and met craftsmen. The course concluded with a visit to the World Heritage site of Røros. Fifteen resource persons with diverse backgrounds contributed to the course through lectures, discussions, site visits and laboratory work, while 20 participants from 20 countries took part in the course.

Partners: Norwegian Directorate for Cultural Heritage (*Riksantikvaren*) and the Norwegian University of Science and Technology (NTNU).



Conservation of Japanese Paper (JPC 12)

27 August – 14 September 2012

The global diversity of approaches to conservation is a dynamic area of professional debate today. It is therefore easy to see how groundbreaking and innovative the first Japanese Paper Conservation course was when it was organized in 1992. This initiative of ICCROM and Japanese heritage authorities aimed to offer an insight into the materials and techniques of papermaking and mounting traditions, and the principles guiding the care of paper-based objects. Twenty years on, this same aim orients and inspires both those organizing these courses and those who participate in them.

While JPC has been crucial for the appropriate care of Japanese heritage overseas, it has also built bridges between Japanese and Western paper conservation traditions. For example, in many countries the treatment of wall papers, maps, posters and other objects has incorporated Japanese methods and materials. The JPC experience has profoundly shaped the professional practice of participants, and as a result, many of them have incorporated Japanese elements to their own teaching activities.

Like past years, participants of JPC 12 rediscovered the basics of how paper is made, as well as the nature and behavior of paper both in small objects, such as scrolls, and large architectural surfaces, such as windows and doors. The opportunity to understand something about the origins of Japanese tools and materials,

taught by Japanese master craftsmen, many of whom come from generations of families dedicated to paper and related crafts, is precious.

The longstanding and generous commitment of the Japanese heritage authorities to this course has nurtured an important vein of professional development and thinking. ICCROM and its Member States wish to take the opportunity on this commemorative year to both congratulate and thank Japan for this.

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



Disaster Risk Management of Cultural Heritage (ITC 12)

8 – 22 September 2012

The International Training Course on Disaster Risk Management of Cultural Heritage recently took place in Kyoto, Japan. The course is implemented by Ritsumeikan University, the UNESCO Chair on Cultural Heritage and Risk Management, in partnership with ICCROM, the UNESCO World Heritage Centre and ICOMOS. Nine participants and two observers from 10 countries took part in the two-week course which included lectures, group work, individual project preparation and a site visit to the Tohoku region of Japan to look at recovery efforts after the devastating earthquake and tsunami of March 2011.

Course topics included integrated disaster planning, risk assessment, developing disaster planning scenarios, working with communities and response and recovery in times of disaster. The course also looked at specific hazards such as earthquakes, floods, landslides and fire, with a special focus on complex risks that occur when one disaster leads to other catastrophic events.

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

Partners: ICOMOS; Ritsumeikan University, Japan; and the UNESCO World Heritage Centre (WHC).



First Aid to Cultural Heritage in Times of Conflict (FAC 12)

24 September – 26 October 2012

Underscoring the significant role that cultural heritage conservation can play in transforming conflicts, 17 heritage professionals from 16 countries convened at ICCROM to participate in the third edition of course on First Aid to Cultural Heritage in Times of Conflict.

The course was structured along three key themes: culture and conflict; communication, logistics and planning; and first aid to cultural heritage. Through carefully chosen case studies, hands-on training and emergency simulations, the participants enhanced their ability to act promptly and secure cultural heritage in conflict situations. The most valuable aspect of the training, however, was the case examples that the participants brought from their own contexts. These greatly enriched the discussions on topics such as conflict analysis, mediation and negotiation, ethics and principles of conservation in conflict situations, protection through legislation and much more. The training concluded with the reaffirmation of the course slogan: *culture cannot wait*. Culture cannot wait until normalcy is restored, and its protection should be integrated with humanitarian aid and other stabilization efforts.

Partners: Blue Shield Network; Ministry of Cultural Heritage and Activities (MiBAC), Italy; Prince Claus Fund, Netherlands; Swiss Federal Office of Culture (FOC); and UNESCO.

New publication: *Protecting Cultural Heritage in Times of Conflict*, the collected contributions of participants of the 2010 and 2011 editions of FAC, now available for download from the ICCROM website. This illustrated volume takes a closer look at some of the practical challenges and possible opportunities for enhancing the protection of cultural heritage in conflict areas. Also included is a list of further readings and online resources.



Heritage Impact Assessments

15 – 24 October 2012

As part of the ongoing activities jointly organized by ICCROM and the World Heritage Institute of Training and Research for the Asia and the Pacific Region (WHITRAP–Shanghai Centre), the course on Heritage Impact Assessments was held in the World Heritage City of Lijiang, China. In the current atmosphere of increased infrastructure development, new buildings, urban renewal and changes to land use, there is increasing concern for the adverse effect on heritage properties. In order to ascertain the extent of negative consequences and arrive at mitigation measures, heritage impact assessments are a popular tool.

The course provided participants with the current knowledge and skills available for using an impact assessment as a means of evaluating various factors affecting cultural heritage in general, and World Heritage sites in particular. The course also provided the knowledge necessary to change legislation and other processes to make heritage impact assessments effective in the respective countries of the participants. Seventeen participants from 11 countries attended the course.

Partners: Shanghai Tongji Urban Planning and Design Institute, China; Tongji National Research Center of Historic Cities, China; Tongji University, China; UNESCO World Heritage Centre (WHC); and the UNESCO World Heritage Institute of Training and Research for the Asia and the Pacific Region (WHITRAP).



Photo: Xiaowei Zhao

Training: regional activities

This year has seen a wealth of activity in various regions of the world. Extra-budgetary funding for activities is not always easy to find, however the commitment and assistance from institutions and governments in the regions we currently serve have proven to be the sustaining resource moving this programme area forward.

The 2011 agreement signed between ICCROM and the His Highness Dr Sheikh Sultan bin Mohammed Al Qasimi, Member of the Supreme Council and Ruler of Sharjah, United Arab Emirates, was followed up by a series of actions, most importantly, the creation of the ATHAR Regional Centre. The consolidation of this Centre is of special relevance in light of the social and political unrest in parts of the Arab region.

Within the LATAM programme, activities have focused on publishing the results of a groundbreaking seminar in Brazil on the methods of measuring the impact of conservation actions. Furthermore, the generous contribution of Mexico has made possible two timely training activities: one on disaster risk response for World Heritage sites, and one on the application of Japanese paper conservation techniques and materials to the Latin American and Caribbean context.

This year, the MOSAIKON programme launched a new series of activities dedicated to museums. While the global training strategy of MOSAIKON has focused mainly on the challenges of *in situ* mosaics preservation, the programme is acutely aware that there are serious issues related to the predicament of those stored and exhibited in museums.

Regional activities in Asia have continued in collaboration with the Asia-Pacific Centre for UNESCO in Nara, Japan, where the yearly course on Cultural Heritage Protection was recently organized. An important five-year agreement between ICCROM and Korean heritage authorities was also signed in May, and productive and inspiring discussions are underway regarding its implementation.

Activities within our regional programmes from November 2011 to October 2012 included four courses, with a total of 10 weeks of learning. Sixty participants took part in these courses.

ATHAR Conserving cultural heritage in the Arab region

ATHAR is a long-term programme dedicated to archaeological and architectural heritage in the Arab states. This year saw the final transfer phase of the programme to the region through the creation of the ATHAR Regional Centre in Sharjah, United Arab Emirates: the result of a 2011 agreement signed between ICCROM and the His Highness Dr Sheikh Sultan bin Mohammed Al Qasimi, Member of the Supreme Council and Ruler of Sharjah. This achievement, aimed at ensuring continuity and rooting ATHAR's efforts in the region, was endorsed by ICCROM's General Assembly in 2011.

The Regional Centre will carry forward the aims and operating philosophy established within the ATHAR programme. It will meet its objectives and commitment to good conservation practice by increasing capacity through training, the provision of research support and technical assistance, and by promoting awareness and documentation. It will strive for the advancement of cultural heritage policy-making and will collaborate with other similar centres to serve the region.

The Government of Sharjah, UAE, has graciously provided staff support and temporary premises, and a main building is due for completion by the end of the year at Sharjah University City. In the meantime, the Centre has already promoted a number of activities, which have been planned and carried out in collaboration with official partners. These include participation in conferences and meetings; providing technical assistance and support related to World Heritage in Bahrain, Jordan, Oman, Saudi Arabia and the United Arab Emirates; and giving staff time to certain planning activities of the MOSAIKON programme. The ATHAR Regional Centre was also engaged in the development of a Charter for the Conservation of Cultural Heritage in Palestine, carried out at the request of the Government of Malta with financial support from the European Union, United Nations Development Programme (UNDP) and UNESCO.

Due to social and political upheaval in certain areas that have damaged and threatened cultural heritage resources, in May 2012 the Centre hosted an international symposium on the Protection of Cultural Heritage in Times of Crisis—the first of its kind in the region. The objective was to develop a framework to guide national policies for heritage protection in relation to emergency planning, infrastructure, law and public awareness. During three days of intensive deliberations, participants representing 12 Arab countries together with international organizations and other experts addressed several critical issues that culminated in the Sharjah Initiative (see blue box).

A website (www.iccrom.org/athar-centre) dedicated to the ATHAR Regional Centre has recently been developed in coordination with ICCROM staff in Rome and a new email address has been created for official correspondence: athar-centre@iccrom.org

Partners: American University of Sharjah, UAE; Arab League Educational, Cultural and Scientific Organization (ALECSO); National Council of Tourism and Antiquities, UAE; Sharjah Department of Information and Culture, UAE; Sharjah Museums Department, UAE; University College London (UCL-Qatar), Qatar; and the University of Sharjah, UAE. 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.

The Sharjah Initiative

The participants in the international symposium on Protection of Cultural Heritage in Times of Crisis agreed on the following overarching principles as part of an Arab States comprehensive framework for addressing cultural heritage in times of crisis:

- **Call** upon all governments and parties to conflict to respect and observe the *Hague Convention* and its protocols as well as other relevant international conventions and regional declarations during these transitional times.
- **Encourage** and amplify efforts to document and develop national inventories of all cultural assets, ideally using GIS, starting at the local and district levels. Such inventories need to cover both movable and immovable heritage.
- **Survey** and document at the local level the impact of conflict and political transition on the cultural heritage of the region. Where possible, such surveys should be shared nationally and regionally in order to develop a comprehensive inventory of damaged and lost heritage assets.
- **Undertake** a conflict and risk assessment with the aim of establishing potential direct and indirect impacts of crisis on cultural heritage. The assessment should address three inter-related areas including increased conservation and protection needs, reduced capacities to respond and changes in the operational institutional context.
- **Build capacity** of professionals, and where appropriate representatives of local communities, to assess, prepare for and respond after crisis at all levels in a multidisciplinary approach. In addition to heritage management, capacities are required in areas of conflict analysis, risk assessment, impact analysis, and recovery planning and management.
- **Develop** local and national risk reduction, preparedness and emergency response plans, starting with cultural heritage assets of high value that are at high risk.
- **Pilot** response and recovery initiatives, and monitor them carefully in order to learn lessons that can be utilized in scaling up interventions.
- **Ensure** effective participation of communities and local decision-makers as well as other humanitarian and development actors in the protection of cultural heritage in times of crisis as well as in devising emergency response plans.
- **Establish** national institutional frameworks for effective crisis response in partnership with relevant regional and international agencies.





Photo: Mounir Bouchenaki

Cultural Heritage Protection in the Asia-Pacific Region

4 September – 4 October 2012

This annual course jointly organized by ICCROM and the Asia-Pacific Cultural Centre for UNESCO (ACCU) in Nara, Japan focused on research, analysis and preservation of archaeological sites and remains. The objective was to provide participants with new knowledge and skills regarding techniques of recording and analytical methods, and principles and approaches for the protection and use of archaeological sites. Providing participants with an opportunity to establish a network with colleagues from the region and

share experiences was also an aim. The activities carried out during the four weeks included classroom lectures, practical training and on-site lectures, including workshops on the recording of artifacts and their conservation treatment, and a study tour to illustrate Japanese experiences in preservation, development and use of archaeological sites. Participants had the chance to present their own experiences on the current status of archaeological conservation in their respective countries, and to exchange views. These presentations will be published immediately after the course, along with written reports submitted by the participants. Japanese

resource persons brought their experience to the course, and ICCROM additionally provided a broad international outlook through its staff and lecturers. Funding was generously provided by Japanese authorities and partners.

Partners: Agency for Cultural Affairs in Japan (*Bunkacho*); Asia-Pacific Cultural Centre for UNESCO (ACCU); National Institutes for Cultural Heritage, Japan; National Research Institute for Cultural Properties (Tokyo and Nara), Japan; Japan Consortium for International Cooperation in Cultural Heritage (JCIC-Heritage); Ministry of Foreign Affairs of Japan; Japanese National Commission for UNESCO; Nara Prefectural Government, Japan; and the Nara Municipal Government, Japan.



LATAM

Effective and sustainable approaches to conservation in Latin America and the Caribbean

The professional community in Latin America and the Caribbean has demonstrated an astonishing determination in keeping the LATAM programme moving ahead despite funding setbacks.

This year saw the publication of *Measuring Heritage Conservation Performance*, proceedings of a seminar organized with the *Centro de Estudos Avançados da Conservação Integrada* (CECI) in Recife, Brazil, in 2011. This body of work offers a valuable insight on a theme of increasing

relevance to our profession. How can we know whether we have actually achieved what our conservation actions set out to do? How can we capture even better results? How can we explain such work to people outside the heritage field? The volume is available for free download in English on the ICCROM website and Spanish language summaries will also be available soon.

In December 2011, the UNESCO Regional World Heritage Institute in Zacatecas, Mexico hosted a course on *Managing World Heritage Sites: integrating disaster risk reduction strategies*. The objective was to increase understanding of approaches to management planning, taking into

consideration both the participation of stakeholders and strategies for reducing risks from disasters. The course combined a series of practical and theoretical sessions through lectures, case studies and group exercises on issues of planning, management and disaster risk management. One of the tools used for the course was the World Heritage manual, *Managing Disaster Risks for World Heritage*, developed by ICCROM in partnership with IUCN, ICOMOS and the World Heritage Centre.

While the issues of disaster risks were tackled in Zacatecas, a very different set of colleagues gathered in December in Mexico City. The Japanese Paper Conservation (JPC) course has been an important source of insight and inspiration for professionals in Latin America and the Caribbean. Thus, colleagues at the *Instituto Nacional de Antropología e Historia* (INAH) wanted to make use of this experience by discussing problems and solutions that have presented themselves in the region regarding Japanese techniques, materials and approaches. A seminar was organized that included JPC alumni from the region who have participated in various editions of the course. As a result of this seminar, a team of colleagues from Argentina and Spain undertook a survey on the use of Japanese tools and materials in the Spanish-speaking world; colleagues in Chile organized the translation of JPC didactic materials into Spanish; and Mexican colleagues secured funding and other resources to implement an International Course on Paper Conservation in Latin America, taking place this month in

Mexico City. A precious and crucial part of this process has been the participation and commitment of Japanese colleagues from the National Research Institute for Cultural Properties in Tokyo, who have brought their experience and vision into this initiative.

Partners: *Apoyo al Desarrollo de Archivos y Bibliotecas de México* (ADABI), Mexico; *Centro de Estudos Avançados da Conservação Integrada* (CECI), Brazil; *Coordinación Nacional de Conservación del Patrimonio Cultural, Instituto Nacional de Antropología e Historia* (CNCPC-INAH), Mexico; National Research Institute for Cultural Properties, Japan; UNESCO Regional World Heritage Institute in Zacatecas, Mexico; and the UNESCO World Heritage Centre (WHC).

MOSAIKON

Saving mosaics in museums in the southern and eastern Mediterranean

This year, the MOSAIKON programme launched a new series of activities dedicated to museums. The aim is to address the needs of archaeologists and other professionals who work with mosaics that have been moved from their site to be stored or displayed in museums. This initiative is part of the global MOSAIKON training strategy, which normally deals with mosaics *in situ*.

The first course took place from 10–28 June in Jordan under the auspices of Her Royal Highness Princess Sumaya bint El Hassan, Vice Chairman of the Board of Trustees of the Jordan Museum, where the course took place. The Department of Antiquities was instrumental in ensuring access to major museums, storage depots



and sites in the country. The 19 participants came from Algeria, Cyprus, Egypt, Jordan, Lebanon, Libya, Morocco, Tunisia and Turkey. Three languages were used throughout the course with difficulties at times, however this facilitated a great deal of fruitful discussions and exchanges. The course was the usual ICCROM mix of lectures, group discussions, study visits and group work. A particularly memorable session was a conference where participants shared experiences related to their working contexts and mosaic collections. Participants very much enjoyed enlightening lectures and documentation exercises on the history, techniques, iconographies and conditions of mosaics, as well as a guided discussion on the legal tools for conserving mosaic heritage. On a more practical side, they were introduced to conservation techniques and visited a local laboratory to discuss the challenges of finding conservation materials. During the last week, participants and resource persons designed and mounted a small exhibition called, "Mosaic, our common heritage", which the Jordan museum displayed in its temporary exhibition halls.

The motivation of participants and lecturers, and the eagerness to learn and exchange is our best asset. We hope to continue engaging with the participants of this pilot course and build new resources and approaches in preparation of the next course in 2014.

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





Photo: Rohit Jigyasu

Phone: 11

No	Observations to be made	Date
1	Observations to be made	
2	Observations to be made	
3	Observations to be made	
4	Observations to be made	
5	Observations to be made	
6	Observations to be made	
7	Observations to be made	
8	Observations to be made	
9	Observations to be made	
10	Observations to be made	

ICCRSEE - SITE OBSERVATION

Research and Development

The past year ICCROM has engaged in a number of exciting research activities which have utilized its position as a focal point for communication, strategic thinking and dissemination. In addition to the need for increased multi-disciplinarity and needs-driven research, a dominant theme emerging within the international debate is the importance of demonstrating social, environmental and economic value in all areas of conservation, not only in relation to practical activities, but also in research. This calls for the promotion of research directions in conservation to support sustainability, community engagement and social wellbeing.

A main focus during this year has been to re-launch thinking and reflection on the issue of research in conservation. With respect to science, a brainstorm meeting was held to provide a critical review of the current state of science in conservation, in preparation for the 2013 Forum. This meeting highlighted a wish for an international framework for ongoing review and strategy development, to strengthen synergies and enhance the relevance of scientific research to the conservation field.

These themes were also explored in relation to living heritage through a workshop on People-Centred Approaches to Conservation. Professionals working with both built heritage and collections met to share the latest research results, identify gaps and discuss ways to support approaches of this nature. The knowledge gained from these experiences has subsequently fed into different ICCROM activities, such as a module on heritage and sustainable development for the course on the Conservation of Built Heritage.

During the last biennium, the RE-ORG online tool was created to assist museums in reorganizing their storage and documentation with a sustainable and cost-effective methodology. RE-ORG has since been applied to a number of museums with positive results, and steps

are now underway to further develop this initiative.

With regard to environmental impacts, a fresh look at the topic of climate change was taken from the perspective of risk assessment for archaeological site management during a roundtable held in Athens. This meeting constituted a stimulating blend of cutting edge science, practical realities and seasoned management experience, to challenge existing perceptions regarding the true effects and the practical implications of this most crucial of threats.

Meanwhile, ICCROM fellows have carried out a variety of individual research projects on various topics, including the techniques and materials of Tibetan art works, non-invasive methods in built heritage and the integration of conservation and analytical facilities within conservation laboratories.

ICCROM Forum on Conservation Science

Over the past year ICCROM has been working to develop the Forum on Conservation Science. The aim is to create an innovative and groundbreaking event that will stimulate fundamental debate on the subject of conservation science and its capacity to serve present and future conservation needs. From the positive

response received from Member States it is clear that this topic is timely, as there is a general desire for a worldwide review of conservation science. To ensure inclusiveness and representativity, ICCROM has brought together a group of leading institutions to form an international consortium of partners who will collectively organize and steer this event. The Consortium will define the Forum content, format and participant selection. It will also decide the date of the event, which is tentatively planned for October 2013.

This approach has been adopted to provide each partner with an equal share in the fundraising and decision making; to ensure the selection of topics of relevance; and to overcome financial barriers thus allowing the participation of those with limited resources. Established in June, a second round of entrance for new partners is planned for October 2012.

Partners: Arts and Humanities Research Council/ Engineering and Physical Sciences Research Council (AHRC/EPSRC) Science and Heritage Programme, United Kingdom; Canadian Conservation Institute (CCI), Canada; *Centre de recherche et de restauration des musées de France*, France; Cultural Heritage Agency (RCE), Netherlands; Getty Conservation Institute (GCI), United States; *Institut royal du Patrimoine artistique* (IRPA), Belgium; National Heritage Board, Sweden; Smithsonian Institution, United States; *Universidade Federal de Minas Gerais-CECOR*, Brazil; *Universidade Nova de Lisboa*, Portugal; and University College London (UCL-Qatar), Qatar.

Brainstorm on Conservation Science

To assist the Forum Consortium in defining specific themes, ICCROM organized a brainstorm meeting with a small group of individuals, known for their broad experience and critical thinking in specific fields, and who, as a group, cover a wide range of knowledge. In March 2012, 16 professionals including scientists, conservators, art historians, archaeologists, managers and educators, from both the movable and immovable heritage fields, met at ICCROM to share their views on key issues affecting conservation science today, and their visions for its future directions.

The group focused on the following issues: How to develop a more relevant and effective conservation science agenda? Dissemination: are results reaching the right audience(s)? How to evaluate the relevance of science and technology applied to conservation?

The brainstorm concluded that while serving the needs of cultural heritage preservation, the conservation science agenda should address matters of relevance to the wider society, such as sustainability, respect for the natural environment, economic development and social progress. Accordingly, within the umbrella of conservation science, all types of science should be considered including human and social sciences, as these have a potentially valuable contribution to make. Finally, the group emphasized that the traditional top-down approach to research should shift to place greater emphasis on participative processes and adequate needs assessments for strategy development.





Climate Change and its Impact on Archaeological Sites

In the framework of a Memorandum of Understanding signed between the Initiative for Heritage Conservancy (IHC) and ICCROM on the subject of climate change and archaeological sites, a roundtable was organized in April 2012 at the Acropolis Museum in Athens, Greece. This brought together professionals involved in climate prediction modelling and in cultural heritage conservation. The aim was to assess risks induced by climate change and examine their relationship to those commonly threatening archaeological sites.

During the meeting, participants considered the prevailing risks for different contexts, and how best to make use of current climate prediction data in order to develop managerial responses. The overall conclusion of the roundtable was that competent management of risks, old and new, not only requires the best available knowledge, but also organizational resilience. Models can show us how parts of complex climate change scenarios might unfold, e.g., how coastal regions may respond to sea level change, or how glacial sites may vanish. However, owing to the inherent uncertainty in prediction models, site managers should not plan on using a single long-term forecast. Instead, they must prepare for various possible outcomes, based on an understanding of their particular site and regional vulnerabilities, and then respond in a timely way to those risks that actually unfold.

With the state-of-the-art presentations as a shared foundation and the opportunity for long-structured discussions so often missing at conferences, the contributors will now

revisit their papers to incorporate new ideas and arguments arising from the debate. These will be included in a publication scheduled for 2013.

Other partners include: Canadian Conservation Institute (CCI), Canada; University College London (UCL-Qatar), Qatar; and the University of Kent, United Kingdom. The event received the financial support of the Stavros Niarchos Foundation, Greece.

Re-org in Action

The world over, museum collections in storage are at a serious risk due to problems related to poor management, lack of maintenance or inadequate space and equipment. This disastrous situation was revealed in an international survey conducted in 2011 within the framework of a joint activity between ICCROM and UNESCO on the Preventive Conservation of Endangered Museum Collections in Developing Countries. Through this collaboration, the RE-ORG (www.re-org.info) online tool for storage reorganization was developed to assist small museums

in reorganizing their storage and documentation systems.

In response to the survey results and the strong interest worldwide in the RE-ORG methodology, the 27th General Assembly of ICCROM adopted a resolution encouraging ICCROM to develop a long-term capacity-building programme on storage reorganization. ICCROM is now seeking partnerships and funding to launch this initiative.

In the meantime, the RE-ORG methodology has been applied successfully by various museums. In Argentina, two case studies were undertaken between 2009 and 2011. The participants of these case studies are now lending their support to another museum making use of this resource. Other recent activities include storage re-organization projects in Iraq, India and Indonesia, and other major museums elsewhere are also keen to start using the online tool.

Partner: UNESCO Movable Heritage and Museums programme.



Interns and Fellows

The Interns and Fellows Programme was launched in 2002 as a means of streamlining the numerous requests received from individuals from our Member States wishing to be associated with our activities.

The internship procedure entails submitting a letter of intent expressing interest in an ongoing ICCROM programme, a one-page *curriculum vitae* and a standard internship application form. Candidatures are subject to an assessment by a selection committee. Calls for internships take place a year before the prospective intern intends to be in residence. To date, we have received a total of 980 inquiries from around the world.

As per this biennium, candidates can choose to carry out an internship in any of the following programmes: Disaster and Risk Reduction; Science and Technology for Conservation; Improving Conservation and Management Practices through the World Heritage Convention; Promoting People-Centred Approaches to Conservation: Living Heritage; as well as our regional activities. Potential interns are also invited to submit applications to Knowledge and Communication Services comprising the Library, the Archives and Office of Communications.

For Fellowships, the deadline for submitting research proposals occurs once a year, generally one year in advance of the preferred period. Since its inception, the Fellows Programme has received 254 requests to date. Despite financial constraints that have led to a suspension of scholarships, internship requests remained steady, while those for fellowships have unfortunately declined.

Photo: Carolina Prilego Rendo

What are the benefits of an ICCROM internship?

Three of our former interns share what their experiences have brought them.

How has your internship broadened your views towards conservation ?

"I realize that I had a euro-centric approach to conservation and especially to the definition of 'heritage'. I learned a lot about the intangible aspects of heritage and their associated values, and gained insight into a more global discussion. Conservation is even more interdisciplinary than I already thought it was, and there are a lot of professions contributing."

Kirsten Angermann, Germany

How do you feel the skills you acquired could be applied to your career path?

"Having the opportunity to work hands-on with some of the biggest experts in the field of risk management has given me the confidence to suggest more applicable solutions to cultural institutions in my country. I want to begin by helping organize short courses on storage reorganization for small museums, as well as risk analysis and methodology."

Giorgia Bonesso, Italy

What were some other benefits of this experience?

"Besides meeting and working with some of the best professionals from different fields and countries, I had the opportunity to meet young people like me that are starting their careers and that share the same interests, but not always the same point of view! This internship opened my mind and introduced me to new friends with whom I really got to enjoy my stay in Rome."

Maria del Mar Gaitán, Mexico and Spain



Interns and Fellows

November 2011 – October 2012

INTERNS:

Kirsten Angermann, Germany
Programme: Built Heritage

Giorgia Bonesso, Italy
Programme: Collections

Marta Brancaleoni, Italy
Project: Forum

Maria del Mar Gaitán, Mexico and Spain
Programme: Collections

Samuel Gendre, Switzerland
Programme: World Heritage

Anna Nelson, Australia
Programme: Collections

Anna Maria Kotarba-Morely, Poland
Programme: Built Heritage and ATHAR

FELLOWS:

Zvi Greenhut, Israel
Structures and methodologies of
conservation laboratories in Rome

Jenny Hällström, Sweden
Non-Invasive Methods in Built Cultural
Heritage: contemporary and future trends
in research and application

Carolina Priego Rendo, Spain
Techniques and Materials of Polychromy
in Tibetan Art Works



Photo: Anna Nelson

Cooperation and Advice

Cooperation and advice to our Member States, and the institutions and professionals working in them, is an important element of ICCROM's overall commitment to improving conservation practice worldwide. These activities range from answered inquiries related to conservation issues to more formal missions, meetings and seminars. ICCROM's most visible forms of cooperation and advice, however, are those undertaken with international and regional institutions such as the World Heritage Committee. With the ongoing development of UNESCO Category 2 Centres focused on World Heritage issues, ICCROM now has an even larger opportunity to cooperate with regional institutions dedicated to capacity building within the framework of the World Heritage Convention.

ICCROM also continues to cooperate closely with ICOMOS and a number of its scientific committees, in particular the ICOMOS International Training Committee (CIF) and the ICOMOS International Committee on Risk Preparedness (ICORP). In order to facilitate its cooperation with ICOMOS, a Memorandum of Understanding was signed by the two organizations on the occasion of the ICOMOS General Assembly in Paris in November of 2011. A work plan for the implementation of this MoU is currently in preparation.

At the request of ICOM, the secretariat of ICOM-CC was transferred from ICCROM to the ICOM premises in Paris.

At the regional level, ICCROM continues its ongoing cooperation with the *Ecole du Patrimoine Africain* (EPA) and the Centre for Heritage Development in Africa (CHDA), in addition to the Asian Academy for Cultural Heritage (AACH). Cooperation is also strengthening with various European regional institutions.

Supporting Conservation in Africa

The French Ministry of Culture has once again renewed its extraordinary contribution to support a consultant at ICCROM, hired to collaborate with the *Ecole du Patrimoine Africain* (EPA) and the Centre for Heritage Development in Africa (CHDA) for communications and fundraising strategies.

In May, EPA received the Director-General of UNESCO, Irina Bokova, during



her official visit in Benin. This was an important opportunity to present the school to UNESCO and strengthen the link between both organizations. Meanwhile, ICCROM has continued its ongoing campaign for the EPA Fund by raising an additional €50,000 from the Heydar Aliyev Foundation (Azerbaijan). Further contributions to EPA's activities have come from the Getty Foundation and the EDF foundation, amounting to a total of €170,000.

Despite these positive outcomes, EPA and CHDA are still facing challenges with self-financing. Notwithstanding the excellent work of the Director of CHDA and the accomplishments she achieved regarding activities and collaborations with African States Parties and international organizations, the Board of Directors was not able to secure this position as part of the centre's running costs. Thanks to the National Museums of Kenya, a secondment was made to ensure continuity while a sustainable financial plan is developed.

Cooperation with World Heritage

Cooperation and advice within the framework of the World Heritage



Convention continues to be a key area of activity for the ICCROM Sites Unit. From November 2011 to October 2012, ICCROM participated in the World Heritage Committee session in Saint Petersburg, Russia and the General Assembly of States Parties in Paris, as well as other regularly scheduled meetings and activities. ICCROM also undertook three missions to examine the State of Conservation of World Heritage properties, and participated in the Periodic Reporting process in a number of regions.

As 2012 marks the 40th anniversary of the World Heritage Convention, an additional level of activity has taken place this year. The theme for the anniversary, World Heritage and Sustainable Development: the Role of Local Communities, has generated a number of activities including meetings in Japan, Brazil, Norway, Korea, and South Africa. The aim has been to explore ways of improving community benefit from World Heritage and involvement in the implementation of the Convention.

Another notable accomplishment this year was the presentation to the World Heritage Committee by ICCROM of a new six-year capacity building programme. The programme, a partnership with sister Advisory Bodies IUCN and ICOMOS, along with the UNESCO World Heritage Centre, foresees a series of training, research, communication and networking activities to strengthen capacity at World Heritage properties and throughout the World Heritage system.



Collaborating with Universities on Course Design

Conservation education all over the world is in a constant state of development. In recent years, many universities planning to establish conservation programmes have contacted ICCROM for advice. While course designers usually focus their energies on consolidating curriculum content and credit allocation, there is a need to give more emphasis to teaching and learning strategies.

Last February, academic staff of the newly-established undergraduate programme on Conservation and Restoration of Art Works at Mimar Sinan Fine Arts University, Turkey, came for a five-day study visit to ICCROM. The programme is the first of its kind in the country, providing a four-year degree on the

conservation and restoration of paintings, sculptures and paper. This study visit was an opportunity to organize a workshop to discuss education and training issues, and review the course project. For this workshop, ICCROM sought the collaboration of the *Istituto Superiore per la Conservazione ed il Restauro* (ISCR) in Rome, which currently offers a five-year Master in conservation.

The Turkish colleagues gave an overview of conservation and restoration training programmes in the country, and a detailed presentation of the curriculum of their proposed course. The workshop also included lectures and discussions on communication, didactic skills and team building. Recurrent issues addressed in ICCROM courses, such as “Why conservation?” or “approaches to

conservation science” were discussed. The Director of the ISCR also shared her experience in developing university-level conservation training.

The vision and identity of an education programme is crucial for the quality and sustainability of its activities, as well as for its development over time. The opportunity to discuss experiences and concerns was enriching for the academic teams from Turkey and Italy, as well as ICCROM staff. The workshop is an example of ways in which bridges can be established between academic conservation programmes in Member States and ICCROM.

Partners: Faculty of Fine Arts, Mimar Sinan Fine Arts University, Turkey; and *Istituto Superiore per la Conservazione ed il Restauro* (ISCR), Italy.

Knowledge and Communication

Knowledge and Communications Services continues with its slate of activities aimed at ensuring the widest possible distribution of information on cultural heritage conservation worldwide. Following the Library catalogue's successful migration to a new platform (Koha), the Archive has also moved forward with a Records Management System that will ensure the long-term preservation of institutional records. Communications, meanwhile, has begun the process of upgrading the website onto Wordpress, a well-known software that will enhance user experience. Social media activities continue at a rapid pace; our number of Facebook followers recently passed the 10,000 mark and Twitter continues to be an incredible resource for finding and disseminating information to individuals and organizations globally.

Parallel to these activities, Knowledge and Communications Services is also in the process of planning a large-scale scanning project, whereby ICCROM's publications of the last 45 years will be made available for free download via the website.

ICCROM has produced two electronic publications in 2012, which are freely available on the website. The first, *Measuring Heritage Conservation Performance*, was published under the LATAM programme and in collaboration with the *Centro de Estudos Avançados da Conservação Integrada* in Brazil. This substantial volume covers several themes for evaluation of conservation performance: identification and inventories; assessment and evaluation; economics and development; monitoring and measurements; participation and inclusiveness; and indicators. Summaries of each paper have been translated into Spanish will also soon be available. *Protecting Cultural Heritage in Times of Conflict*, the second publication, is a collection of contributions from participants of the course on First Aid to Cultural Heritage in Times of Conflict. Based on case studies, this book examines some of the practical challenges and possible opportunities for enhancing the protection of cultural heritage in conflict areas.

Activities of the ICCROM Archives

This year the Archives have continued working towards the implementation of an electronic Records Management System at ICCROM. The project aims to ensure the proper creation, maintenance, use and preservation of the active records produced everyday in ICCROM's offices. Software customization is complete and preliminary testing sessions with staff have begun in order to obtain feedback from users. Tests and training will continue to the end of 2012.

This project was undertaken in the framework of InterPARES 3 (International Research on Permanent Authentic Records in Electronic Systems), an international collaborative initiative. As a case study, the project applied InterPARES research outcomes, such as principles, methodologies and guidelines to guarantee the long-term preservation of trustworthy digital records.

InterPARES 3 concluded in May 2012 in Istanbul, Turkey, where the Archivist was invited to present the outcomes of ICCROM's experience. The case study final report is publicly available on the InterPARES website (www.interpares.org). The report describes the project phases and also contains a draft of ICCROM's records management manual. The manual was made available online upon the request of Luciana Duranti, Director of InterPARES.





ICCROM Scanning Project

A wealth of conservation knowledge and expertise is contained in ICCROM's many publications. Sadly, these resources are largely inaccessible to researchers and conservation practitioners because the books are difficult to obtain.

For this reason, we are working to bring digital versions of past ICCROM publications and print collaborations online, for free download and use by the conservation community under a Creative Commons Attribution Non-Commercial No-Derivatives (BY-NC-ND) license. Our current scanning roster holds over 90 publications dating from 1967 to 2005, while all ICCROM Newsletters dating back from 1973 are also scheduled for digitization. We aim to make these publications available and relevant for new generations of conservation professionals for training and educational purposes. Our project will also provide a history of the development of conservation thinking and trends in the profession, as seen through the prism of ICCROM. At the same time, we are working to make the conference proceedings of the ICCM (International Committee for the Conservation of Mosaics) similarly available.

These publications have involved the participation of huge numbers of conservation professionals worldwide, 1300 at a rough estimate. We would therefore like to hear from as many past collaborators as possible, approving this scanning project and giving agreement that the ICCROM publications in which they were involved should be made freely available as

described, in the aim of furthering research and training. An announcement will soon be disseminated through our networks with more detailed information regarding the project. In the meantime, any questions or comments can be sent to us at: scan@iccrom.org

Engaging with our Online Community

At ICCROM, we are in constant communication with our online community, offering information and news from the world of cultural heritage conservation and at the same time, listening to the needs and ideas of our audience. The ICCROM website has always been an invaluable resource for those seeking information on our many activities, in addition to learning materials, publications, news from the press and announcements in our Classifieds. We are now working to enhance this service with a refurbished website that will offer improved navigation and access. In the meantime, we continue to circulate our monthly e-news to over 11,000 subscribers, with news on our activities, in addition to course announcements and a summary of conferences, training opportunities, publications and other listings featured on the Classifieds page.

On Facebook we are now proud to have over 10,000 fans worldwide, and on Twitter nearly 3,000 followers with whom we converse daily. In addition to posting media articles on cultural heritage, news from ICCROM, contests and photographs of our activities, we also seek interaction from our community. The desire to learn more about our audience is what has led us to launch

an online photo project entitled It's Our Heritage:

Everybody has a heritage, we want to know yours. Join our Facebook project!

We want to create a photo album that demonstrates how diverse cultural heritage can be, how important it is in our everyday lives, and how we can learn from each other.

Share with us what you consider your cultural heritage by emailing us a picture and contributing to our project. Here's how:

- 1. Take a picture of yourself with something that you believe represents your heritage (for example, a monument, museum, library, object, craft, costume, performing art or even food). Be sure to hold a piece of paper with written in your language or dialect, "This is my heritage."**
- 2. Email it to socialnetworks@iccrom.org; Subject: "It's Our Heritage."**
- 3. Caption it: tell us what it is, why it's important to you and where you're from.**
- 4. Ask your friends to do it too!**

Visit the ICCROM Library

**Everyone is welcome!
Monday to Friday, 10 am to 5 pm.
No appointment necessary, just a valid piece of identification. WiFi is available.
For any questions about our services and collection, contact us at library@iccrom.org
For more information visit the ICCROM website www.iccrom.org**

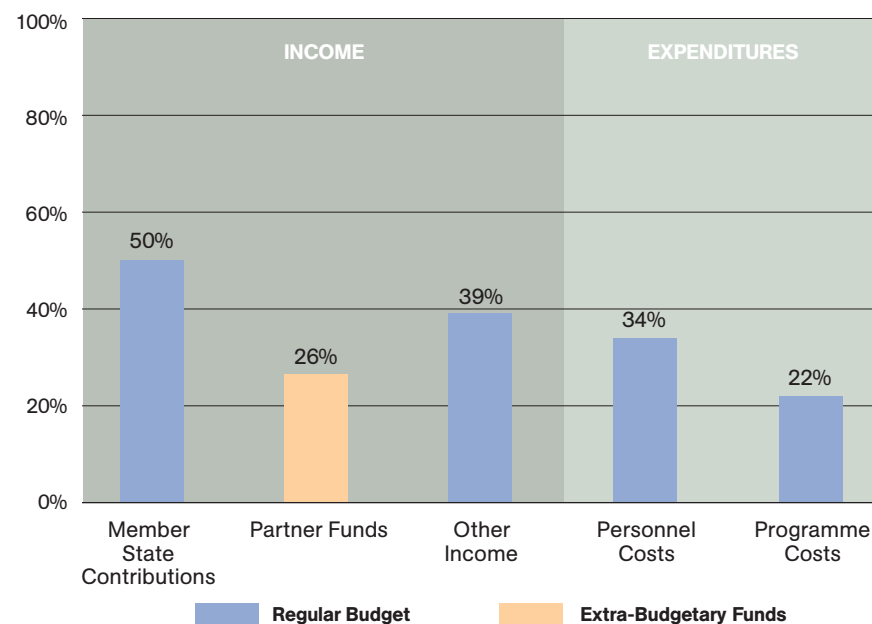
Financial Information

Statement of Income and Expenditure 2012 – 2013 as at 30 September 2012 (in Euro)

	ICCROM Funds	Partner Funds	Total
INCOME			
Member States Contributions	3,603,194.00	0.00	3,603,194.00
Other Contributions ¹	0.00	730,512.17	730,512.17
Other Income ²	182,042.06	0.00	182,042.06
TOTAL INCOME (A)	3,785,236.06	730,512.17	4,515,748.23
EXPENDITURES			
Personnel Costs ³	2,106,024.24	222,636.45	2,328,660.69
Programme Costs ⁴	339,818.86	482,662.47	822,481.33
Financial Operations ⁵	16,276.17	8,882.42	25,158.59
TOTAL EXPENDITURES (B)	2,462,119.27	714,181.34	3,176,300.61
OPERATIONAL SURPLUS (A-B)	1,323,116.79	16,330.83	1,339,447.62
EXCESS OF INCOME OVER EXPENDITURE TO INCREASE OPERATIONAL RESERVE			1,339,447.62

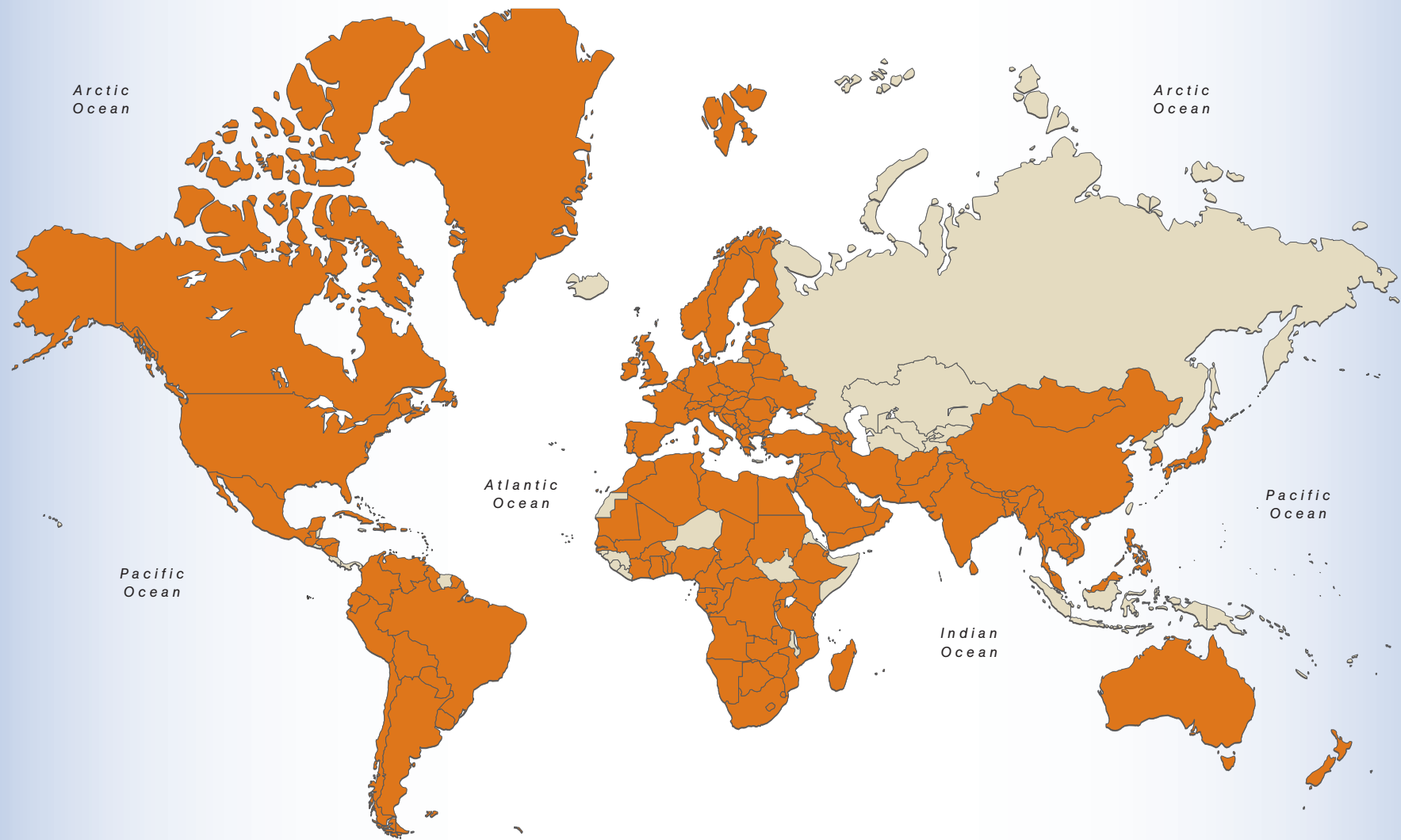
- 1 Other Contributions: includes the contribution for building maintenance from the Italian government, secondments from the Italian and Japanese governments, the contribution from France for the EPA Fund Coordinator, and external funding.
- 2 Other Income: interests on ordinary bank accounts, administrative costs recovery, course fees, sales of publications and photocopies, and gain on invested funds.
- 3 Personnel Costs: salaries, pension, 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 and other sources of funds

Total Budget Implementation Including Extra-Budgetary (Partner) Funds as at 30 September 2012



The percentages refer to the amount of income received/expenses incurred as of 30 September in relation to the total amounts committed for the 2012–2013 biennium. With the exception of Member State contributions and personnel costs, the levels of implementation are dependent on the scheduling of the programmes throughout the biennium.

*The figures in this section reflect the income received and expenditures incurred during the **first nine months** of a 24-month (2012–2013) biennium.*



ICCROM Member States as of October 2012

Afghanistan	Benin	China	Ethiopia	India	Latvia	Monaco	Oman	Serbia	Thailand	United Republic of
Albania	Bolivia	Colombia	Finland	Iran (Islamic Republic of)	Lebanon	Mongolia	Pakistan	Seychelles	The Former Yugoslav Republic of	Tanzania
Algeria	Bosnia and Herzegovina	Congo (Republic of the)	France	Iraq	Lesotho	Montenegro	Paraguay	Slovakia	Republic of Macedonia	United States of America
Andorra	Botswana	Côte d'Ivoire	Gabon	Ireland	Libya	Morocco	Peru	Slovenia	Togo	Uruguay
Angola	Brazil	Croatia	Gambia	Israel	Lithuania	Mozambique	Philippines	South Africa	Trinidad and Tobago	Venezuela
Argentina	Brunei Darussalam	Cuba	Georgia	Italy	Luxembourg	Myanmar	Poland	Spain	Tunisia	Viet Nam
Armenia	Bulgaria	Cyprus	Germany	Japan	Madagascar	Namibia	Portugal	Sri Lanka	Turkey	Yemen
Australia	Burkina Faso	Czech Republic	Ghana	Jordan	Malaysia	Nepal	Qatar	Sudan	United Arab Emirates	Zambia
Austria	Cambodia	Denmark	Greece	Kenya	Maldives	Netherlands	Republic of Korea	Swaziland	Sweden	Zimbabwe
Azerbaijan	Cameroon	Dominican Republic	Guatemala	Kuwait	Mali	New Zealand	Romania	Switzerland	United Kingdom of Great Britain and Northern Ireland	
Bahrain	Canada	Ecuador	Guyana	Lao People's Democratic Republic	Malta	Nicaragua	Rwanda	Syrian Arab Republic		
Bangladesh	Chad	Egypt	Haiti		Mauritania	Nigeria	Saudi Arabia			
Barbados	Chile	Estonia	Honduras		Mexico	Norway	Senegal			
Belgium			Hungary							

Permanent Observer Sovereign Military Order of Malta



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.

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On the cover: contemporary sculptures reflecting traditional skill and living heritage in Myanmar.
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