

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

CENTRE INTERNATIONAL D'ETUDES  
POUR LA CONSERVATION ET LA  
RESTAURATION DES BIENS CULTURELS



# Programme and Budget 2012-2013 Biennium

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## A INTRODUCTION

In the first decade of the 21<sup>st</sup> century, the standing of cultural heritage, in its wide meaning, is ambivalent. On one hand, there is a general recognition that there are positive developments for cultural heritage that can be mentioned *inter alia*:

- there is a more inclusive vision of cultural heritage;
- the cultural heritage sector is better integrated with other sectors of society;
- the cultural sector is involved and engaged in efforts towards more sustainable development in society.

It can be noted that more and more, Member States are interested in having their sites – whether cultural or natural – recognized and inscribed on the prestigious UNESCO World Heritage List. The number of World Heritage properties is increasing every year, and is now approaching the monumental figure of 1,000 (at the start of 2011, the World Heritage List comprised 911 properties). Great attention and efforts are being made for better presentation and access to these sites, both for reasons of national pride and for the economic benefits that come with a significant increase in tourism. In the meantime, their museums are engaging the public through extensive information and communication campaigns.

On the other hand, it must be acknowledged that a very large part of our cultural heritage is not receiving all of the necessary care. In addition, global trends affecting cultural heritage — including the changing balance between public values and private interests, the accelerated rate and greater scale of damage and destruction, and the lack of human, financial, and professional resources — are raising concerns about defining appropriate policies for conservation/restoration and management measures.

### A1 Towards a Six-Year Vision

Many public and private institutions throughout the world regularly publish reports and lists of heritage at risk, stressing the causes of decay and destruction.

Unfortunately, the number of threats is expanding, accompanied by rapid, contemporary, and deep transformations in the life of societies and the natural environment. Among them is the very important trend of rural to urban migration, with over 50% of the world's population now in cities and suburban areas. This is the first time in human history that the overall balance has shifted in this direction, creating unprecedented urban development which has

had a very dramatic impact on cultural heritage.

Natural hazards, some of which occur more often or are intensified as a result of climate change, continue to have catastrophic consequences. Recent events such as flooding, hurricanes, earthquakes, and tsunamis remind us again and again of the dramatic, destructive effect that natural hazards can have on cultural heritage.

The increasing phenomenon of the illicit traffic of cultural property through theft, export, and transfer of works of art is affecting the cultural heritage of many countries in Africa, the Arab States, Asia, Europe, and Latin America.

These are among the reasons why ICCROM, established over fifty years ago as a unique International Centre for the Study of the

Preservation and Restoration of Cultural Property, has developed well-received programmes for capacity building, research, and knowledge dissemination, within the framework of international cooperation and partnerships with public and private organizations involved in the protection of cultural heritage. Heritage institutions at the national level, and the international community at the global level, are concerned with the role that heritage plays in contemporary life. They are therefore focused on developing policies and strategies to ensure that heritage has an effective function in community life. It is in this context that the global community is working towards promoting the positive role that heritage conservation can play in sustainable development in all regions of the world. Such an approach will require greater involvement in heritage conservation and decision-making processes. This requires us to integrate "community" concerns into our current and future training and research activities.

More than ever, the international community considers the protection of cultural heritage, its presentation and transmission to future generations, to be an ethical imperative, taking note of the threats which confront it. Particular emphasis should be given to training and education for mid-career professionals through courses at the international and regional levels. This methodology has proven to be effective over time, and ICCROM will continue to focus its attention primarily in this direction.

ICCROM, during the next six years, will continue to encourage links with universities and academic institutions, and reinforce partnerships established with major international and national specialized organizations in the conservation of cultural heritage. Special attention will be given to adapting curricula to address present challenges. Cooperation with the newly-created UNESCO Category II Centres will continue, following the successful partnership with the World Heritage Institute of Training and Research – Asia and Pacific (WHITR-AP), China, for the implementation of training activities.

In the field of science and technology for conservation, ICCROM will widen its network of

laboratories and research institutes, and encourage broader collaboration across continents and specialties. During the next six years, ICCROM will become the "clearing house" for connecting professionals and institutions with shared interests and concerns. ICCROM's international courses will make use of its Laboratory, where appropriate, for didactic purposes and related research. Space will also be given to traditional technologies and knowledge systems.

## A2 Programme and Activities for the Biennium 2012-2013

In line with the six-year vision outlined above and the strategic guidelines adopted by the ICCROM Council during the last biennium, the following five main lines of action have been developed for the Programme and Budget 2012-2013.

1. Developing and Promoting Disaster and Risk Management
2. Integrating Material Science and Technology with Conservation
3. Improving Conservation and Management Practices through the World Heritage Convention
4. Promoting People-Centered Approaches to Conservation: Living Heritage
5. Building Regional Collaboration

These lines of action should be seen within a programmatic framework of six years, which will allow for better development and implementation of related activities, and the strengthening of cumulative results.

## A3 Challenges

In line with the decision of the ICCROM General Assembly and its Council, this draft Programme and Budget for 2012-2013 has been prepared on the basis of Zero Nominal Growth (ZNG). This is the third biennium with ZNG. As a result, during this period ICCROM has lost 11.5% of its purchasing power

through inflation alone. This reduction is even more severe when taking into account the combined effect of the progressive rise of corporate costs during the same period.

In actual terms, this has forced ICCROM to reduce or reorganize a number of its activities, in spite of the need to increase services to a larger number of Member States (13 new Member States since ZNG went into effect). All of the activities presented in this Programme and Budget, and in particular the courses, rely at least partly on extra-budgetary financing and partnership agreements. Some programmes rely almost entirely on these extra-budgetary sources, as the regular budget is not enough to cover all activities or programme areas.

Great efforts are being made to maintain the level of services rendered by the Library, the website and the Archives, although it has been necessary to re-examine some services due to staff reductions.

As of January 2011, ICCROM has merged the Documentation, Library and Archives with the Office of Communication and Information to form the unit, "Knowledge and Communication Services". In this way, we have ensured continuity in the major tasks carried out by these sections, while taking account of budget restrictions. Certain services have had to be reduced: the ICCROM Newsletter is now being distributed only in electronic format (PDF); Library hours are currently from 10AM to 5PM; the bookshop is gradually being phased out; and Technical Assistance Service (TAS) benefits are now being administrated on a cost-neutral basis, in such a way that no expenditure of funds is required of ICCROM.

So far, the cuts to Library services have been fairly contained. However, it is important to note that no further cuts are possible to the Library budget or personnel without more drastic reductions in services. This is becoming a serious risk for future biennia. It is hoped in the near future to find the funding and staff resources to reinforce the services of the Library and its collection.

However, ICCROM is well aware of similar constraints being faced by heritage institutions within its Member States. Therefore, additional efforts will be made to mobilize extra-budgetary resources in order to maintain sufficient levels of service for Member States.

The Secretariat is calling for support from Member States to make voluntary contributions in funding or in-kind, within the framework of ICCROM's strategic directions and programme areas. For example, ICCROM currently benefits from secondments of professionals from France (Ministry of Culture), Japan (Agency for Cultural Affairs), and Italy (Region of Sicily, Department of Conservation).

<b>Activities given priority in the ICCROM 2012–2013 Regular Budget<sup>1</sup></b>
International Course on Conservation of the Built Heritage
International Course on Stone Conservation
International Course on Science and Conservation
International Course on Conservation of Sounds and Image Collections
Exploratory Workshop for a Long-term Capacity Building Programme in Risk and Disaster Risk Management
Development Workshop on Sharing Conservation Decisions with Communities
<b>Activities relying extensively on extra-budgetary funding at ICCROM or direct funding from partners which does not pass through ICCROM<sup>2</sup></b>
International Course on First Aid to Cultural Heritage in Times of Conflict
International Course on Disaster Risk Management of Cultural Heritage
International Workshops on Collections Documentation and Storage Reorganization for Smaller Museums
Reducing Risks to Cultural Heritage (from Disasters to Slow Continual Hazards): dissemination project
International Course on Wood Conservation Technology
International Course on the Conservation of Modern Architecture
International Course on Japanese Paper Conservation

ICCROM Forum on cultural heritage and the science of conservation
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Training Course on Conservation of Wooden Structures in the Asia–Pacific Region
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Training Course on Conservation of Archaeological Sites in the Asia–Pacific Region
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<sup>1</sup> These activities are considered a priority for the ICCROM Regular Budget. In the event that extra-budgetary funding is not available for full implementation, they would be implemented in a reduced manner.

<sup>2</sup> The implementation of these activities depends on the availability of extra-budgetary funds from Member States or other partners. Their implementation is at risk if anticipated funding and support is not available.

## B PROGRAMME OF ACTIVITIES

The following five programme areas represent the key themes that ICCROM will pursue over the next six years. In each of these programme areas, there will be a combination of activities corresponding to the ICCROM Council's strategic directions for training, research, and communication/information. Not all types of activities will take place in every biennium for each programme area, but they will be used where appropriate, and based on the availability of necessary funding. Because training is considered ICCROM's core area of action, funding from the Regular Budget will be used primarily on training activities, while seed money will be used for research and communication/information. The five programmatic areas will be further strengthened by encouraging internship applications from graduate students and young professionals interested in the design, implementation, and evaluation of courses and other activities in any of the five programmes.

Most ICCROM training activities have the following characteristics. They target mid-career professionals, usually in groups of 16-22. Course content and pedagogy incorporate new knowledge and skills, and illustrate a diversity of approaches and methodologies found around the world. A multiple activity model is used including (as appropriate), lectures, case studies, practical hands-on exercises, group work, site visits, laboratory work, and classroom discussions. In addition to formal resource persons, participants are also considered key resources and thus share their own knowledge and experiences, presenting case studies, participating in course discussions, and participating in group work and hands-on exercises. When selecting participants, ICCROM will usually accept no more than one person per country to allow for a maximum participation of Member States.

Regarding research, ICCROM will identify key issues in each of the five programme areas and invite applications on these topics from self-funded fellows to work at ICCROM. These fellows will be able to take advantage of one or more of the following: the ICCROM Library, the ICCROM Laboratory, contacts with ICCROM staff, and supplementary contacts in Rome. While at ICCROM, fellows can also take advantage of contacts with ICCROM partners.

Over the next six years, ICCROM will give special attention to communication in order to reach an audience wider than those professionals involved in training activities. Activities will include the dissemination of conservation information and resources generated within ICCROM's programmes.

In recent years, there has been an increase in requests for collaboration and advice from specific Member States. While resources are limited, ICCROM tries to respond as much as possible to Member States and assist their efforts in training, research, and communication. Significant staff time is dedicated to these *ad hoc* responses. It is hoped that the programme areas for the next six years, identified in this document, will help Member States to integrate *ad hoc* requests into ICCROM's established programme in order to create synergies between countries.

### Long-Term Goals for 2012–2017

ICCROM has defined long-term goals for each of the five identified programme area. These long-term goals can be found in boxes located within the text of the individual programme descriptions below.

### Results-Oriented Target Indicators for 2012–2013 for the Overall Programme

During the 2012-2013 biennium, it is expected that the following results will be obtained:

- 12–18 courses will be implemented;
- 50–80 weeks of courses will be carried out;
- 200–300 professionals will be trained;
- 150–250 resource persons will be engaged in training activities;
- 8–12 fellows and visiting researchers will be hosted at ICCROM;

- 8–10 interns will be hosted at ICCROM.

In addition to the quantitative results above, it is expected that during the biennium, ICCROM will produce resources in the form of publications (paper/web), web forums, and didactic materials. It is also expected that international networks of professionals will be strengthened due to activities at ICCROM, as will capacity building in Member States through direct provision of advice and as participants return to their countries and disseminate information obtained during ICCROM activities.

## B1 Developing and Promoting Disaster and Risk Management

### *Rationale*

Instinctively, we tend to associate the term “disaster” with the term “rare”. Yet recent years have demonstrated that at the international scale, disasters are frequent and inevitable, and can indiscriminately affect any form of cultural heritage. Some disasters, in particular those related to climate change, must be given special attention in the coming years, as scientists expect that these changes will likely modify the pattern of related risks such as floods, storms, and drought. Others coming from manmade sources such as conflict and illicit traffic in stolen artefacts are of equal concern.

One thing is certain. Disasters exacerbate inequalities. The same natural catastrophe will have tragic consequences in certain contexts, while in other contexts it will be managed effectively. Factors which affect the outcome include institutional strength and organization, available expertise, and resources. Thus, there will be no effective strategy for risk management that does not encompass all hazards to heritage and the institutions that care for it, from rare and catastrophic, to slow and continual. These strategies must contribute to the establishment of sustainable conservation programmes.

Risk management, which informs and guides decision-makers in many fields outside cultural heritage, can help in planning decisions in conservation. It can assist institutions in the effective use of their resources and contribute,

in a long-term and sustainable way, to reducing damage to cultural heritage.

In recent years, ICCROM and other international, regional, and national heritage organizations have already taken initiatives to develop and disseminate risk management for cultural heritage. However, the current situation calls for a concerted and long-term strategy, involving all actors and Member States.

In the next six years, ICCROM will continue to develop its actions in the field of risk management. It will play an active role in coordinating the efforts of the international heritage community, in promoting data collection and exchange, and in ensuring that local experience and needs are taken into consideration within the international strategy.

ICCROM will also continue and reinforce, within its existing training courses, links to the UNESCO Convention of 1970 (Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property) and the UNIDROIT Convention of 1995 (Convention on Stolen or Illegally Exported Cultural Objects) as a means of improving the response by heritage professionals to problems associated with the phenomenon of illicit traffic.

### **Long-Term Goals: 2012 – 2017**

The long-term goals of the *Developing and Promoting Disaster and Risk Management* programme over the next six years include:

- the development and implementation of a long-term programme on disaster risk management;
- the implementation of nine courses in the areas of disaster risk, first aid in times of conflict, and preventive conservation, training approximately 180 participants;
- the strengthening of the network of professionals and institutions in the areas of risk and disaster risk management for heritage conservation;
- the strengthening of partnerships between complementary organizations;
- the development and refinement of teaching materials in the areas of disaster risk, first aid in times of conflict, and preventive conservation.

## B1.1 Training in Risk Management

### *International Course on First Aid to Cultural Heritage in Times of Conflict*

This four to six-week course is a partnership between ICCROM and the Italian Ministry of Culture, in collaboration with UNESCO, the Blue Shield network, and specialized national organizations.

The course enables participants to develop the practical skills and the strategies required to provide an appropriate initial response and prevent further damage to cultural heritage in the event of conflict, regardless of whether destruction was accidental or intentional. Participants explore a range of material characterization including stone, mural paintings, metals, textiles, and archival materials. The course looks at each material, its vulnerability, and possible first aid interventions. It also addresses the important issues of communication, logistics, and planning. Participants explore the relationship between conflict and cultural heritage from diverse points of view, and strengthen their opinion on how cultural heritage protection and recovery can play an important role in overcoming the sense of loss and displacement.

### *International Course on Disaster Risk Management of Cultural Heritage*

This two-week course is implemented by the Ritsumeikan University Research Centre for Disaster Mitigation of Urban Cultural Heritage (Rits DMUCH) in Kyoto, Japan in partnership with ICCROM, the UNESCO World Heritage Centre, and ICOMOS. The main objective is to provide an overview of the various aspects of disaster risk management for cultural heritage. The course provides interdisciplinary training for professionals to undertake integrated risk assessments, build integrated systems for disaster risk management incorporating disaster preparedness and urban planning, and formulate risk management plans that correspond to already existing regional disaster management plans. It also encourages strengthening the international network for disaster risk management for cultural heritage.

The course is designed for pairs of professionals, one from the cultural heritage

field and one from the disaster risk management field, from four to five countries in order to encourage integration of heritage concerns into the larger planning framework for disaster risk management.

### *International Workshops on Collections Documentation and Storage Reorganization for Smaller Museums*

Pending the results of the evaluation meeting between ICCROM and UNESCO on the outcomes of their four-year partnership for “preventive conservation of endangered collections”, it is proposed to organize a series of international workshops using the methodologies and learning materials developed by the partners in the previous biennia.

The main objective of the workshops will be to review and implement the methodologies developed in order to enable museum professionals to use them in their own context, or to advise and teach other professionals. The workshops will facilitate and further spread the use of the online materials on this topic. Participant follow-up studies and applications will be turned into case studies and integrated into the learning materials.

## B1.2 Research in Risk Management

### *Exploratory Workshop with International and Regional Partners for Long-Term Capacity Building*

Beginning in the 2014–2016 biennium, ICCROM will propose a long-term, multi-partner programme on disaster and risk management for cultural heritage, which will bring together a number of key international and regional institutions, both in the cultural heritage and disaster risk management field.

A concerted and long-term effort is needed to go beyond a reactive approach to disasters that are likely to increase in impact and frequency, and to recognize the value of cultural heritage for the recovery of affected communities. It is also important to clarify roles and responsibilities of the various actors at the international and national levels, within and beyond the heritage sector, and to facilitate continued, sustainable preservation strategies in every institution.

In order to prepare for this long-term programme, ICCROM will carry out an exploratory workshop in this biennium to determine the objectives and scope for such an initiative, define its potential activities and partners, and develop a fundraising strategy.

ICCROM will contribute seed money for the workshop, but will also seek funding from other potential partners with an interest in such a long-term programme.

### *Fellowships on Risk Management*

ICCROM will encourage fellowship applications in the following areas related to risk management for the 2012-2013 biennium:

- material science, in particular, in the modelling of material deterioration mechanisms and rates;
- probabilities in relation to the occurrence of events, such as fire, flood, theft, and other hazards;
- value assessment, in particular, qualitative versus quantitative approaches, and methodologies of stakeholder consultations;
- illicit traffic, in particular defining documentation and dissemination methodologies for better enforcement.

### B1.3 Communication and Information in Risk Management

#### *Reducing Risks to Cultural Heritage (from Disasters to Slow Continual Hazards): dissemination project*

Since 2003, ICCROM has collaborated with the Canadian Conservation Institute (CCI) and the Netherlands Cultural Heritage Agency (RCE) on the development and implementation of an international course on "Reducing Risks to Collections and Cultural Heritage". Six courses have been implemented to date.

In 2012-2013, ICCROM and its partners will harvest and disseminate the lessons learned from these courses. An international seminar, or if funds are available, a conference will be organized on the theme of risk management. Communications will include case studies by participants and partners, illustrating the application of the methodology and related tools in a variety of contexts, for one or more

risks. Of particular interest will be examples of risk assessment of complex ensembles, such as archaeological sites, contemporary collections, or historic houses, as well as studies of specific risks, such as those related to natural disasters, global warming, or cultural tourism. The seminar will also include debates on research gaps and strategic orientations for further training and dissemination.

DISASTER AND RISK MANAGEMENT	ICCROM Regular Budget	Extra-budgetary secured	Extra-budgetary needed
TRAINING			
First Aid in Times of Conflict <sup>1</sup>			110,000
Disaster Risk Management of Cultural Heritage <sup>2</sup>			
Documentation and Storage Reorganization <sup>3</sup>			110,000
RESEARCH			
Exploratory Workshop for Long-Term Programme Fellowships <sup>4</sup>	15,000		15,000
COMMUNICATION			
Reducing Risks to Cultural Heritage: dissemination project <sup>5</sup>	25,000		50,000
STAFF COSTS	470,873		39,526

<sup>1</sup> The Italian Ministry of Culture has funded the first two courses in this series and will be approached for funding for the 2012-13 biennium.

<sup>2</sup> The cost for the implementation of this course are covered directly by Ritsumeikan University and do not pass through ICCROM.

<sup>3</sup> ICCROM and UNESCO are working together to identify potential financial partners for this project.

<sup>4</sup> Fellowships are self-funded, therefore no budget is allocated.

<sup>5</sup> In addition to in-kind contributions provided by all partners, ICCROM, RCE, and CCI will work together to identify potential financial partners for this project.

## B2 Integrating Material Science and Technology with Conservation

### *Rationale*

An important part of ICCROM's mission is to strengthen the capacity of conservation communities within its Member States, in order to achieve their goals sustainably through the use of materials science and technology.

Understanding the material composition, characteristics, and decay mechanisms of heritage objects, as well as the scientific principles underlying conservation materials, methods, and approaches, is crucial for making sound decisions about conservation strategies.

In the coming six years, ICCROM will focus its actions in this area in a number of ways; first in relation to specific construction and conservation materials, secondly with regard to financial and environmental sustainability within conservation, and thirdly in promoting dialogue and partnership between conservation science and other areas of conservation. The achievement of these goals will be facilitated through the development of enhanced collaboration with recognized scientific institutions.

The rapid development of modern material culture, combined with a broadening awareness of what we define as cultural heritage is such that the range of specific types of materials to be considered has significantly increased.

The rapid changes in the physical and economic environment worldwide brought on by climate change and restructured financial and social realities, call for concerted and efficient action. Global reconsideration of acceptable resource allocation to conservation solutions requires reassessing the energy efficiency and long-term sustainability of current conservation methods and technologies. In this context, of particular importance is the identification and assessment of traditional and local conservation approaches. Accordingly, emphasis will be placed on the ways in which material science and technology can facilitate

the development of sustainable options in conservation practice.

The longstanding difficulties in interdisciplinary communication within our field, especially between scientists and other conservation professionals, compounded by insufficient dialogue with other sectors of society, hinder the progress of conservation not only as a profession, but also as an integral part of social development. Accordingly, ICCROM will seek to stimulate dialogue between different sectors of the conservation community to enhance beneficial knowledge transfer. In addition to this, emphasis will also be placed on improving external lines of communication to raise awareness and create support for conservation.

### **Long-Term Goals: 2012–2017**

The long-term goals of the *Integrating Material Science and Technology with Conservation* programme over the next six years include:

- the implementation of up to 18 courses in the areas of conservation science and materials conservation, training approximately 360 professionals;
- strengthening the worldwide dialogue between conservation scientists, conservators, and other stakeholders regarding the role of science and technology in the protection of cultural heritage;
- the dissemination of the latest advances in conservation science to ICCROM's network of professionals;
- strengthening partnerships between conservation laboratories and complementary organizations in particular with the *Istituto Superiore per la Conservazione ed il Restauro* (ISCR);
- the development and refinement of teaching materials in the areas of conservation science and materials conservation.

## B2.1 Training in Material Science and Technology for Conservation

### *International Course on Stone Conservation*

This twelve-week course is a partnership between ICCROM and the Getty Conservation Institute, with the support of the UNESCO BRESCE Office in Venice. The primary goal is to improve the practice of stone conservation by providing participants with an understanding of the decay and deterioration of stone, disseminating effective conservation methodologies, and ensuring a practical understanding of appropriate repair methods and long-term management strategies. Participants will discuss the fundamental theories of conservation, and consider how advances in technology and research have influenced practical approaches as they pertain to all phases of stone conservation.

The course will cover the following themes: conservation principles and theories; material sciences as a tool for identification, analysis, and design of treatments; mechanisms of deterioration; diagnostic techniques for identifying causes and effects of observed conditions; condition assessment; and developing and managing conservation strategies and projects for prevention, maintenance, repair, and treatment.

### *International Course on Wood Conservation Technology*

This six-week course is a partnership among ICCROM, the Directorate of Cultural Heritage of Norway, the Norwegian University of Science and Technology, and the Norwegian Institute of Cultural Heritage Research. Its aim is to give participants a sound theoretical and practical knowledge essential for diagnosing the causes of wood deterioration and for selecting the most appropriate methods of conservation and restoration. The course also helps participants to extend their knowledge beyond their own professions for a broader understanding of different aspects and approaches to wood conservation.

The course is organized around six interconnected units covering the following subjects: properties of wood; factors affecting the decay of wood; principles of conservation

at a global level; preventive conservation; conservation of objects and painted surfaces including archaeological wood and furniture; and the conservation of wooden buildings and structures, including wood working tools and machinery. The course will include a one-week, on-site workshop outside Oslo, and a study tour of four days to selected wooden heritage sites in Norway.

### *International Course on Modern Architecture Conservation*

Partners for this four-week course include ICCROM, the National Board of Antiquities of Finland, the Alvar Aalto Academy, Aalto University, Tampere University of Technology, the Estonian Academy of Arts, and University of Oulu.

The architectural heritage of the recent past forms a substantial part of the existing building stock in many countries. It is currently facing challenges to its rehabilitation and survival. Responding to the needs of professionals, this course will address the practical problems encountered in the process of conservation, restoration, and adaptive use of buildings from an architectural point of view. In particular, the course will look at the following areas: identifying specific values in modern architecture; recognizing and evaluating ideas and contexts of the modern movement; understanding problems in the preservation of modern buildings undergoing changes; and recognizing the decision-making processes involved in the conservation of 20<sup>th</sup> century heritage.

### *International Course on Japanese Paper Conservation*

This three-week course is organized in collaboration with the National Research Institute for Cultural Properties, Tokyo, Japan, and will be carried out twice during the biennium. The purpose of the course is to offer those caring for paper-based collections an insight into the materials and techniques of the Japanese paper-mounting tradition, and to the principles guiding the care of such collections in Japan. Hands-on experience practicing alongside Japanese master conservators is accompanied by lectures on the latest results of scientific research in this area, and study sessions at traditional paper-making centres, leading paper conservation

studios, and museum collections in the country. The course offers a unique opportunity to learn about the Japanese paper tradition to in a holistic way. Following the course, the participants are in a better position to make decisions concerning the care of Japanese artefacts in their collections. The course also aims to offer opportunities for building bridges between the Japanese and Western paper conservation traditions, and to assess the applicability of the Japanese approach, materials, and techniques to non-Japanese cultural heritage.

### *International Course on Conservation of Sound and Image Collections*

This three to four-week course, organized in collaboration with national and regional bodies responsible for photographic, audiovisual, and film archives, will provide an overview of issues related to the preservation and access of sound and image materials such as photographs, film, videotape, audiotape, and digital materials. It will discuss the value, meaning, selection, and use of sound and image collections in various institutional contexts, exploring the potential of sound and image media in transmitting knowledge and cultural traditions. Initial sessions will focus on the identification of various formats including playback equipment, the life expectancy of media, and ways of detecting deterioration. Additional course topics will include: current knowledge and practices for documenting and cataloguing; media handling and storage; risk assessment of collections; emergency preparedness and response; criteria and technologies for migration and reformatting; planning preservation projects; outsourcing options; and digital preservation and management. Other issues such as curating and access, copyright law, legal deposit, and institutional and national preservation policies, will be discussed in the context of participants' working realities. Adaptation to technological changes and related cost-effective preservation strategies will form a key component of the course.

### *International Course on Science and Conservation*

This four-week course will be organized at ICCROM in Rome in collaboration with conservation and research centres worldwide.

The course aims to strengthen the understanding of basic scientific principles relevant to different materials in movable and built heritage, the deterioration processes they undergo, and the governing principles of different conservation/restoration treatments. The course will review, discuss, and compare current conservation principles and approaches applied in different parts of the world. It will explore the application of research to conservation practices, using as examples current challenges and initiatives related to material characteristics of heritage, as well as conservation materials, techniques, and technology. Scientific principles of conservation will be considered, taking into account the cultural practices and policies governing the use of heritage. Special emphasis will be based on critical thinking, interdisciplinary teambuilding, communication skills, and the formulation of sound research projects. Care will be taken to ensure a balance between conservation scientists, conservators, and other professions amongst the participants.

## **B2.2 Research on Scientific and Technological Issues**

### *Fellowships on Material Science and Technology for Conservation*

ICCROM will encourage fellowship applications in the following areas related to science and technology:

- material science related to conservation of stone, wood, concrete, and archival materials that carry sounds and images;
- identification and analysis of traditional conservation methodologies and practices.

### *Laboratory Projects and Technical Advice*

The ICCROM Laboratory has long been an important didactic resource for the courses that take place in Rome. In addition, ICCROM will use the laboratory to handle requests for technical advice from Member States.

### B2.3 Communication and Information in Science and Technology

#### *Publication of Research Findings*

ICCROM will endeavor to ensure the publication and dissemination of results of

research carried out by ICCROM Fellows, obtained through laboratory projects, and materials that result from the ICCROM Forum and the implementation of courses. Such dissemination will take place via a variety of media including ICCROM's website, through publication in peer-reviewed journals (on-line or paper), or through presentation at various symposia and conferences.

INTEGRATING SCIENCE AND TECHNOLOGY WITH CONSERVATION	ICCROM Regular Budget	Extra-budgetary secured	Extra-budgetary needed
TRAINING			
International Course on Stone Conservation <sup>1</sup>	58,000		82,000
International Course on Wood Conservation Technology <sup>2</sup>	10,000		
International Course on Modern Architecture Conservation <sup>3</sup>	5,000		
International Course on Japanese Paper Conservation (x2) <sup>4</sup>			
International Course on Conservation of Sounds and Image Collections <sup>5</sup>	30,000		80,000
International Course on Science and Conservation <sup>6</sup>	30,000		80,000
RESEARCH			
Fellowships <sup>7</sup>			
Laboratory Projects Technological Advice <sup>8</sup>			
COMMUNICATION			
Publication of Research Findings <sup>9</sup>			
STAFF COSTS	511,067		30,692

<sup>1</sup> The Getty Conservation Institute has been a financial and technical partner in the previous two courses. UNESCO BRESCE has provided a limited amount of scholarships. ICCROM will approach both for continued partnership.

<sup>2</sup> The cost for the implementation of this course is covered directly by the Norwegian Directorate of Cultural Heritage and does not pass through ICCROM.

<sup>3</sup> The cost for the implementation of this course is covered directly by Finnish partners and does not pass through ICCROM.

<sup>4</sup> The costs for the implementation of this course are covered directly by the Tokyo National Research Institute and do not pass through ICCROM.

<sup>5</sup> ICCROM is working to identify potential financial partners for this project.

<sup>6</sup> This activity is new to the ICCROM Programme and Budget and partners will be sought to provide sufficient funding for its implementation.

<sup>7</sup> Fellowships are self-funded, therefore no budget is allocated.

<sup>8</sup> Laboratory technical advice will need to be funded on a case by case basis by those requesting the work to be done.

<sup>9</sup> Publications will need to be funded on a case by case basis depending on availability of extra-budgetary resources.

## B3 Improving Conservation and Management Practices through the World Heritage Convention

### *Rationale*

The World Heritage Convention is the most widely recognized UNESCO convention for cultural heritage, with 187 State Parties out of the 193 Member States of the organization. All Member States of ICCROM are State Parties to the World Heritage Convention.

World Heritage properties act as flagships for conservation worldwide. New knowledge and concepts that are developed within the World Heritage context are often diffused to aid in the conservation of sites at a wider level. World Heritage properties are almost always complex places which combine values related to the immovable with those related to movable and intangible heritage. While the Convention itself focuses on immovable heritage, there is a strong need to develop integrated approaches to the conservation and management of World Heritage properties, which combine concerns for immovable heritage with those of the movable and intangible located within them.

As an Advisory Body to the World Heritage Convention, ICCROM is in a unique position to take advantage of knowledge gained within the World Heritage system, to help its Member States improve conservation and management of World Heritage properties and a wider range of sites. Its role within the Convention allows ICCROM to better understand conservation needs on a broad level (for example, through the Reactive Monitoring, State of Conservation, and Periodic Reporting processes), which benefits all of its work on conservation of immovable cultural heritage. Its specific role with regards to training also provides ICCROM with access to information on training needs that are valid not only in the World Heritage context, but also at a much wider level. In particular, ICCROM's role as the guiding force in the development and implementation of the World Heritage Capacity Building Strategy provides it with a strong

resource for meeting the strategic directions of Council regarding the assurance of relevant and top-quality training.

### **Long-Term Goals: 2012–2017**

The long-term goals of the *Improving Conservation and Management Practices through the World Heritage Convention* programme over the next six years include:

- the implementation of 10 courses in the areas of built heritage and World Heritage conservation, training approximately 200 participants;
- the ongoing monitoring and improvement in the implementation of the World Heritage Capacity Building Strategy;
- the strengthening of the network of professionals and institutions in the areas of built heritage and World Heritage conservation;
- the strengthening of partnerships with organizations dealing with built heritage and World Heritage conservation;
- the development and refinement of teaching materials, including e-learning materials, in the areas of built heritage and World Heritage conservation;
- a better understanding of the relationship between the implementation of the World Heritage Convention and the conservation of cultural heritage more generally.

### **B3.1 Training for Improving Conservation and Management Practices through World Heritage**

#### *International Course on the Conservation of Built Heritage*

This eight-week course aims at serving a wide range of conservation practitioners and decision-makers by placing technical issues within the broader conservation context, in order to link them to planning and management concerns. At the conclusion of the course, participants will improve their understanding of critical processes in conservation so as to apply them at the macro and micro levels; improve their strategic planning skills relevant to heritage management; expand their awareness,

knowledge, and understanding of current principles and practices in conservation of the built heritage; and enhance their skills, judgments, and experience.

The first part of the course will consist of an overview of the current practices of defining heritage, and the evolution of different concepts and key approaches currently used in built heritage conservation. The second part of the course will focus on planning and management issues, and the third part will focus more closely on technical issues including documentation, condition assessments, and various treatments, plus interpretation and public access. The final week of the course will be a special one-week seminar looking at World Heritage properties and sustainable development.

#### *Collaboration with UNESCO Category II Regional Training Centres on the Development and Implementation of Training Activities*

In the past 10 years, a number of countries have created UNESCO Category II Centres to enhance cooperation and capacity building for the implementation of the World Heritage Convention. To date, there are six of these centres:

- Nordic World Heritage Foundation (NWHF) in Oslo, Norway;
- World Heritage Institute of Training and Research-Asia and Pacific (WHITR-AP), with its three operational centres located in Beijing, Shanghai, and Suzhou, China;
- Arab Regional Centre for World Heritage (ARC-WH) in Bahrain;
- Regional Heritage Management Training Centre in Rio de Janeiro, Brazil;
- African World Heritage Fund (AWHF) in Johannesburg, South Africa;
- Regional World Heritage Institute in Zacatecas, Mexico.

ICCROM already has formal relationships with many of these centres (for example, serving on advisory boards), and carries out joint activities when requested (for example, the Management Planning for Cultural Heritage course that takes place every two years in collaboration with WHITR-AP). In the 2012-2013 biennium, it is expected that ICCROM will

strengthen its collaboration with these existing centres and begin to work with some of the new ones that are currently being proposed.

### **B3.2 Research on Improving Conservation and Management Practices through World Heritage**

#### *Development, Implementation and Monitoring of the World Heritage Capacity Building Strategy*

In 2000, ICCROM presented the first World Heritage Global Training Strategy for Cultural Heritage. In 2001, a combined strategy for culture and nature, developed by ICCROM and IUCN, was approved by the World Heritage Committee. Since that time, ICCROM has been involved in the implementation and monitoring of Global Training Strategy, and has worked in partnership with the UNESCO World Heritage Centre and the other Advisory Bodies, IUCN and ICOMOS, to improve capacity for the better implementation of the World Heritage Convention.

In the nine years in which the strategy has been in operation, it has become clear that the situation for training has changed significantly, and there was a need to review and revise it to take into account the new realities on the ground. Changes included the addition of a number of new providers of World Heritage capacity building such as universities, UNESCO Category II Centres, and other centres with World Heritage training components. In addition, new priority areas have emerged such as disaster risk reduction, climate change, and sustainable development. Finally, delivery methods for capacity building have greatly expanded given the diffusion of web-based means of communication.

The review process for the Global Training Strategy was scheduled to be completed and the new World Heritage Capacity Building Strategy submitted to the World Heritage Committee for approval in 2011. ICCROM, as the Advisory Body with primary responsibility for training issues, will take the lead role in the overall implementation and monitoring of this new strategy starting in the 2012-2013 biennium.

### *Fellowships on World Heritage*

ICCROM will encourage fellowship applications in the following areas related to improving conservation and management practices through the World Heritage Convention:

- improving the effective management of World Heritage properties;
- the Historic Urban Landscape as an approach to better urban conservation;
- the World Heritage Convention as a means for improving conservation in a wider context.

### **B3.3 Communication and World Heritage**

#### *ICCROM's Role as an Advisory Body to the World Heritage Committee*

As an Advisory Body to the World Heritage Committee, ICCROM is asked to provide advice on the implementation of the Convention, assist in the preparation of the Committee's work, and aid in the development and implementation of the strategic orientations identified by the Committee. ICCROM is also involved in the monitoring of the State of Conservation of World Heritage properties, providing technical advice, reviewing requests for international assistance, and taking part in the continued scientific development of the Convention. ICCROM continues to play a role in the Periodic Reporting process and the revision of the Operational Guidelines. It will continue to provide advice directly to States Parties to the Convention as well as to the World Heritage Committee and World Heritage Centre on all issues pertaining to the Convention.

IMPROVING CONSERVATION AND MANAGEMENT PRACTICES THROUGH THE WORLD HERITAGE CONVENTION	ICCROM Regular Budget	Extra-budgetary secured	Extra-budgetary needed
TRAINING			
Conservation of Built Heritage Course <sup>1</sup>	69,000		46,000
Collaborating with UNESCO Category II Regional Training Centres <sup>2</sup>			15,000
RESEARCH			
WH Capacity Building Strategy <sup>3</sup>			30,000
Fellowships <sup>4</sup>			
COMMUNICATION			
ICCROM Role as an Advisory Body <sup>5</sup>			60,000
STAFF COSTS	480,800		128,479

<sup>1</sup> Extra-budgetary funds for a closing module within this course have come from the World Heritage Fund in past years. A request for this activity will be made as part of ICCROM budget request to the World Heritage Committee in June 2011.

<sup>2</sup> Costs for collaboration and courses will be borne directly by the Category II Centres.

<sup>3</sup> Funds for this activity will be part of ICCROM's request to the World Heritage Committee in June 2011.

<sup>4</sup> Fellowships are self-funded, therefore no budget is allocated.

<sup>5</sup> ICCROM normally receives funding to cover its costs in its role as an Advisory Body to the World Heritage Committee, and a request will be made to the World Heritage Committee in June 2011.

## B4 Promoting People-Centered Approaches to Conservation: Living Heritage

### *Rationale*

Heritage affects and touches the diverse aspects of human life in many ways. The recognition of this fact has resulted in revisiting the definition of heritage and its integration into a wide variety of socio-political and economic aspects of society. There is thus a growing demand for people-centered approaches to deal with many facets of heritage conservation: respect for diversity; a focus on both past and present; enhancement of the value of all cultural products; the influence of heritage on the contemporary life of people and how it can improve their quality of life; heritage as perceived by people, moving away from the sharp lines drawn between its various types (e.g. movable/immovable; tangible/intangible); respect for people's voices in conservation and management of heritage; the improvement of relationships between heritage and people; recognition of the living dimensions of heritage, particularly of religious heritage; consideration for the impact of globalization on living environments such as historic urban centres and cultural landscapes; the recognition of the custodianship of people for the long-term care of heritage; the link of heritage to the sustainable development of society; and relationships with a wide variety of non-professionals.

All of these challenges require new approaches to conservation and management of heritage, which must differ from the conventional methods. ICCROM, over the years, has pioneered the highlighting of some of these issues (e.g. conservation as a cultural decision-making process; conserving the sacred; the living heritage approach; assessing values of collections as the basis for conservation decision-making, etc.). The Living Heritage Approach developed by ICCROM (considering continuity as the key theme) has touched on many of the above-mentioned issues and can be considered as a people-centered approach that could form a

new paradigm, one which places the living dimension at the core of decision-making.

### **Long-Term Goals: 2012–2017**

The long-term goals of the *Promoting People-Centred Approaches to Conservation: Living Heritage* programme over the next six years include:

- the implementation of two courses in the areas of conservation of living heritage, training approximately 40 participants;
- strengthening understanding of the living heritage concept and the development of new tools for its promotion and practice;
- strengthening partnerships between organizations interested in the living heritage approach;
- the development and refinement of teaching materials in the areas of conservation the living heritage.

### B4.1 Training for the Living Heritage Approach

#### *Sharing Conservation Decisions with Communities*

In the 2012-2013 biennium, a development workshop will be organized to define the content and pedagogy of the various training activities to take place under this programme in the following years. The workshop will explore how to teach and articulate issues such as conservation principles and approaches, relevance of heritage conservation to the community, responsiveness to cultural and contextual specificities, sustainability of conservation decisions, and principles in the practice of decision-making. The workshop will also consider the value of intertwining various examples of living heritage or the possibility of dedicating specific training initiatives to specific cases, for example: religious heritage; urban heritage; contemporary art and architecture; intangible heritage; and cultural landscapes. Particular attention will be given to the learning approaches and especially to the role and value of informal education in this context.

The workshop will span a period of 5-10 days and will take place at ICCROM. Participants will

include partners in related ICCROM activities, in particular, from the CollaAsia network, the living heritage sites activities, EPA, CHDA, and UNESCO.

## B4.2 Research for the Living Heritage Approach

### *Fellowships on the Living Heritage Approach*

ICCROM will encourage fellowship applications in the following areas related to the Living Heritage Approach:

- community engagements in heritage conservation and management;
- the economics of conservation;
- contributions to millennium goals and sustainable development;
- tourism;
- community museums.

LIVING HERITAGE	ICCROM Regular Budget	Extra-budgetary secured	Extra-budgetary needed
TRAINING			
Sharing Conservation Decisions with Communities	15,000		
RESEARCH			
Fellowships <sup>1</sup>			
STAFF COSTS	113,517		

<sup>1</sup> Fellowships are self-funded, therefore no budget is allocated.

## B5 Building Regional Collaboration

### *Rationale*

Regional collaboration has proved to be of substantial value to ICCROM Member States. Whether it is coming together around shared training programmes, project-based collaboration, or through other initiatives, most heritage professionals now recognize regional collaboration as endemic to the cultural heritage profession. Structured cooperation between geographically proximate

initiatives can bring substantial added benefits to a network of institutions in a region, and to the organizations working together on international cooperation.

Commonality of issues, needs, types of heritage, situations, cultural perspectives, and challenges faced in the regions underpin a strong case for regional collaboration. These can be extended to include common languages, history, or beliefs throughout regions in many parts of world.

Successive ICCROM programmes have illustrated that collaboration on the regional level is founded on the potential to advance broad transformation of regional goals based on common needs, and to increase the benefits of “networking” of participating institutions both on regional and international levels.

Regional collaboration provides opportunities to address focused targets and objectives in depth. Collaboration of local partners, institutions, and colleagues allows a thorough analysis leading to sound solutions on the ground, sustainable in the long-term, and rooted in the regions. For example, centres or institutional infrastructures associated with ICCROM have continued to be of great benefit to various regions, consolidating international presence in regional forums and platforms.

Regional collaboration is instrumental to the harmonious and effective development of ICCROM’s overall programme. It nurtures the international perspective, helps to coordinate efforts thereby avoiding duplication, and optimizes impact, use of resources, and relevance of conservation actions worldwide.

In the next six years, ICCROM will continue to strengthen the networks created within AFRICA 2009 and CollAsia 2010, and will continue to implement the current regional strategies such as ATHAR and LATAM. ICCROM will also work with Member States to identify and shape future regional initiatives.

### Long-Term Goals: 2012–2017

The long-term goals of the *Building up Regional Collaboration* programme over the next six years include:

- the implementation of activities in each of the five UNESCO regions;
- implementation of 12-15 courses linked to regional initiatives, training approximately 280 participants;
- strengthening national and regional institutions working in the field of cultural heritage conservation;
- strengthening regional and international partnerships between conservation organizations interested in specific areas of the world;
- strengthening the network of professionals and institutions interested in specific regions of the world;
- the development and refinement of teaching materials in the areas of conservation science and materials conservation.

### B5.1 ATHAR

ATHAR is a long-term programme with a focus on cultural heritage sites in the Arab region. The overall goal of the programme is to protect and promote the rich cultural heritage in the Arab region and broaden access, appreciation, and understanding of its past. In pursuit of this goal, ATHAR aims to enhance the work of official heritage institutions to improve the state of conservation and presentation of heritage places on a sustainable basis. The programme is carried out in collaboration with official and training institutions (including universities) in all Member States in the region. The programme addresses three core areas: applied knowledge in heritage planning and management, including heritage information management and cultural tourism; higher education and professional development, with particular emphasis on conservation methods and techniques; and public support and outreach.

The third phase of the programme will start in the 2012-2013 biennium. In support of this phase, it is expected that the Memorandum of Understanding between the Government of

Sharjah and ICCROM will be extended to promote a number of the activities, in particular, training and curriculum development. Since 2008, ATHAR has enjoyed the patronage and support of His Highness Sheikh Dr Sultan bin Mohammad Al-Qasimi, Member of the Supreme Council of the UAE, and Ruler of Sharjah. The ATHAR activities to be carried out in the 2012- 2013 biennium are:

- *Fifth Core Regional Course on Heritage Site Conservation and Management, with Particular Reference to World Heritage in the Arab States.* This six-week course, implemented together with programme partners, gives particular emphasis to stabilization and maintenance methods, integrating conservation in economic and social development, and issues relevant to urban archaeology and rehabilitation of historic towns. The course is followed by a mentoring period which allows participants to work on real-world projects.
- *Specialized Courses on Conservation of Materials: Conservation of Stone Masonry and Earthen Construction, and Conservation of Timber.* These two, three-week courses will take place in a Gulf Cooperation Council (GCC) country to be identified. The first course will train specialists in conservation techniques for stone masonry and earthen architecture, and the second will cover conservation of timber.
- *Thematic Seminars/Workshops in the Areas of Public Outreach and Higher Education in Heritage Conservation.* Two thematic seminars/workshops are scheduled with the tentative themes. Heritage Education as the Essence of Heritage Conservation in the Arab Region, and the Integration of Heritage Conservation into University Curricula.
- *Publications in Arabic and the ATHAR Website.* The programme will continue to carry out publication activities to ensure adequate resource materials for the Arabic readership. Two publications are foreseen for the 2012-2013 biennium and the website will continue to be updated.

## B5.2 LATAM

LATAM is a twelve-year programme (2008-2019) that aims to create effective and sustainable regional approaches and dialogue, to integrate and harmonize efforts, and improve the conservation of cultural heritage in Latin America and the Caribbean.

LATAM encourages the pooling of experiences, provides tools for intersectoral collaboration, develops mechanisms for professional mobility, and increases capacities in the region.

The programme has a thematic structure. The activities are carried out by working groups involving professionals and institutions from different heritage sectors and countries in the region. Each group is responsible for a theme and is involved in related research, training, and communication activities. Current working groups cover the themes of risk preparedness, education, illicit traffic, development of heritage indicators, and publications.

In the 2012-2013 biennium, the implementation phase of the LATAM programme will start. The types, number, and location of the specific activities will be defined in consultation with the working groups.

Ongoing fundraising will be an important part of the programme and ICCROM will continue discussions with current financial partners such as the governments of Spain and Mexico, while seeking new partners. A fundraising and business plan will be developed as part of the fundraising activities.

## B5.3 MOSAIKON

MOSAIKON is a five-year regional programme for the conservation of mosaics in the southern and eastern Mediterranean.

The programme is a partnership of the Getty Conservation Institute (GCI), the Getty Foundation, ICCROM, and the International Committee for the Conservation of Mosaics (ICCM).

The aim of the program is to improve capacity in the region for the better conservation, maintenance, and presentation of mosaics. The program addresses both *in situ* mosaics as well as lifted mosaics in museums and archaeological storage.

MOSAIKON will strengthen the network of professionals and promote the dissemination of information on this subject. It will provide training to a variety of actors involved in the conservation, maintenance, and restoration of mosaics, and the management of archaeological sites and museums with mosaics. In parallel, it will also work with national and international bodies to provide a more favorable legislative, regulatory, and economic environment for the conservation of mosaics in the Mediterranean.

In 2012, partners will define orientations of follow-up activities.

## B5.4 Collaboration with Regional Institutions

In order to facilitate active collaboration within existing networks and partnership with regional institutions, ICCROM will continue to provide support and advice as required, in particular:

- with EPA and CHDA, ICCROM will follow up the implementation of the post-AFRICA 2009 activities including ongoing strengthening of the network;
- ICCROM will continue to participate in Board meetings of both EPA and CHDA, and continue to consolidate the EPA Fund;
- with the Southeast Asian Ministers of Education Organisation – Regional Centre for Archaeology and Fine Arts (SEAMEO-SPAFA), ICCROM will continue to develop activities related to living heritage and to sustaining the CollAsia 2010 network;
- with the Asia-Pacific Cultural Centre for UNESCO (ACCU) Nara Office, ICCROM will continue to organize rotating annual courses. The courses are aimed at building capacity and enhancing cooperation amongst professionals of the Asia-Pacific region:

*Course on Conservation of Wooden Structures in the Asia-Pacific Region.* This four-week course is a partnership of the ACCU Nara Office, the Agency for Cultural Affairs of Japan, and ICCROM. The course covers documentation, identification of damage and deterioration mechanisms, risk preparedness, and conservation and

restoration techniques for wooden structures.

*Course on Conservation of Archaeological Sites in the Asia-Pacific Region.* This four-week course is a partnership of the ACCU Nara Office, the Agency for Cultural Affairs of Japan, and ICCROM. The course covers documentation, maintenance, and management of archaeological sites, as well as non-destructive investigation techniques.

ICCROM will continue to collaborate with the Asian Academy for Cultural Heritage Management (AAHM) and its partner organizations including UNESCO Bangkok, in strengthening the network of universities in the Asia-Pacific region in the field of heritage conservation.

Cooperation will include the implementation of research conferences, field schools, and other activities as decided by the AAHM partners.

REGIONAL COOPERATION	ICCROM Regular Budget	Extra-budgetary secured	Extra-budgetary needed
ATHAR <sup>1</sup>			500,000
LATAM <sup>2</sup>		100,000	400,000
MOSAIKON <sup>3</sup>			200,000
Collaboration with Regional Institutions <sup>4</sup>	10,000		
STAFF COSTS	270,731		324,026

<sup>1</sup> The cost estimate is based on prior successful fundraising and implementation of the ATHAR programme. The majority of funding for the ATHAR programme has come from the Emirate of Sharjah UAE, the Government of Italy, and ALECSO, as well as some UNESCO Regional Offices for individual projects. These partners will be approached about continuing their support, and other potential partners from the region will be sought.

<sup>2</sup> The cost estimate is based on prior successful fundraising and implementation of other ICCROM programmes. Funding for LATAM has come from the governments of Spain and Mexico to date. These governments will be approached about continuing support, and other potential financial partners will be sought to ensure sustainability.

<sup>3</sup> The funding for this programme has come from the Getty Conservation Institute, the Getty Foundation, and other partners. These institutions will be approached for continued support of programme activities.

<sup>4</sup> The large majority of the cost for the implementation of the courses at the ACCU Nara Office is covered directly by the ACCU Nara and does not pass through ICCROM.

# C KNOWLEDGE AND COMMUNICATION SERVICES

ICCROM's dissemination of conservation-related information has always been one of its strong points. The challenge is to stay abreast of technical information while finding new and better ways of organizing and bringing it to the global platform. To improve support to Member States, the Archives, Library, and website are all undergoing system upgrades to provide the conservation community with better access to ICCROM's services through up-to-date technology. Furthermore, over this biennium, the Office of Communication and Information, the Library, and the Archives has been merged into a single unit, "Knowledge and Communication Services".

## C1 Library

### *Rationale*

The ICCROM Library contains the most extensive collection of publications and unpublished reports (over 86,000 items) on worldwide conservation housed in one place. The resources of the Library are available to staff and to readers who visit ICCROM, as well as to the conservation community worldwide through an online bibliographic database containing over 103,000 entries.

### C1.1 Library Reading Room, Acquisitions and Cataloguing

The Library will continue its Reading Room operations, which are currently open to the public five days a week at the ICCROM premises. Conservation-related materials are acquired, catalogued and made available for consultation in open stacks. Library staff provides assistance in person, by phone, or by email. Researchers have access to photocopy machines and to WiFi, while remote users may request photocopies of desired materials, within copyright limitations. Where articles are freely available online, the Library will continue to include links in its catalogue records, increasing access while respecting copyright.

### C1.2 Catalogue Upgrade: Koha 3.0

In the current biennium, the Library catalogue is being upgraded from CDS-ISIS to Koha 3.0 using the MARC 21 format. The benefits of this project for ICCROM are several. The Library

catalogue will be much easier to search and use, and the cataloguing process for new books will be streamlined. When complete, ICCROM plans to post the experience of this project on the ICCROM website. Libraries in Member States that currently use CDS-ISIS can consult and adapt the documents for their own use if they also choose to move towards Koha MARC 21.

ICCROM Library	ICCROM Regular Budget	Extra-budgetary secured	Extra-budgetary needed
Library Activities	111,000		
STAFF COSTS	499,777		

## C2 ICCROM ARCHIVES

### *Rationale*

The Archive activity is twofold: preserving ICCROM historical records while making them accessible; and managing the creation, maintenance, and preservation of active records.

### C2.1 Archives Inactive Records

The Archive will continue to carry out management tasks for inactive records, such as:

- records transfer from record creators' offices to the archive repository;
- processing the accessioned material (record description and preservation);

- records retrieval and access for both internal and external users.

### C2.2 Records Management System at ICCROM

The Archive is implementing an electronic records management system at ICCROM, which will help to classify, file, retrieve, preserve, and retain or dispose of active records, both on paper and in electronic form.

This project is being carried out within the framework of InterPARES 3 (International Research on Permanent Authentic Records in Electronic Systems). As an InterPARES case study since 2008, the project has accomplished the following phases:

- creation of a records classification scheme and a records retention schedule;
- identification of the functional requirements of the records management software;
- software market survey and selection.

The project, whose conclusion is scheduled for 2012, must still accomplish the following:

- customization of the software and implementation of the system;
- staff training;
- production of a manual which will contain policies and procedures for records management and strategies for the long-term preservation of digital records.

One of the project aims is to address digital preservation when records are created. For this reason, the project foresees managing digital records in a reliable electronic system that guarantees records authenticity, accessibility, and legibility in the future.

ICCROM Archive	ICCROM Regular Budget	Extra-budgetary secured	Extra-budgetary needed
Archives Activities	18,000		
STAFF COSTS	205,796		

## C3 ICCROM COMMUNICATIONS

### *Rationale*

In addition to its flagship communication activity, the ICCROM Forum, ICCROM's primary window of communication is its website, which is a high-calibre, user-friendly, and regularly updated resource providing accurate and sound information on the field of conservation. The website provides a platform for a wide variety of activities taking place at ICCROM and worldwide. In addition to the website, ICCROM connects proactively with its Member States and stakeholders through its Newsletter/Annual Report and its monthly e-News (with over 10,000 subscribers). Furthermore, in order to provide accurate information and keep effective communication with its Member States and professional network, ICCROM maintains and continuously updates a variety of databases, including the Training Directory, the Conference Calendar, and others.

### C3.1 ICCROM Forum

The ICCROM Forum is an international event at which the latest thinking on a broad conservation theme is shared. The Forum responds to ICCROM's statutory functions of stimulating research and development, and disseminating and communicating new and innovative thinking in key areas of conservation. The Forum is also aimed at positioning ICCROM as one of the leading centres for the most advanced thinking on conservation issues.

Past Forums have covered themes including Valuing Heritage beyond Economics, Living Religious Heritage, Cultural Heritage in Post-War Recovery, and Public/Private Partnerships for Conservation. Future themes may include Heritage and the Media and World Heritage as a means of Improving Conservation and Management Practices..

### *ICCROM Forum on Cultural Heritage and the Science of Conservation*

Planned in 2010-2011, the proposed theme of the ICCROM Forum 2012-2013 is Cultural Heritage and the Science of Conservation. Partner institutions and the details of its implementation are still being discussed. The Forum will be developed and implemented with seed money from ICCROM, coupled with extra-budgetary resources.

The Forum will provide a platform for scientists and conservation professionals from other disciplines to discuss and share their experience about the current role of science in conservation, its strengths and weaknesses, and future opportunities and threats. It will also highlight the benefits of improving communication, scientific and conservation literacy, and interdisciplinarity in conservation research. It is expected that the Forum will foster a more integrated approach to the conservation of cultural heritage by contributing to better synergies between science and other disciplines in the conservation of cultural heritage, and will also help ICCROM to strengthen its ability to cover scientific aspects of conservation within its overall strategic planning process.

### **C3.2 ICCROM Newsletter/Annual Report**

Following the decision of Council, ICCROM has transformed its Newsletter into an annual report which is a concise and illustrated account of ICCROM activities throughout the year. This report outlines the results obtained by the organization and how they contribute to its overall goals.

### **C3.3 ICCROM and the Web**

ICCROM will continue to update its website daily, presenting and publicizing its activities to the conservation world while also providing access to a wide range of conservation resources. These include classified announcements such as events, grants, available jobs, training opportunities, and websites, along with the very popular Heritage News in the Media page.

### *Upgrade to Web 2.0*

As of early 2010, ICCROM has been working on the upgrade of the website to Web 2.0 standards using *Joomla!*, a popular open-source content management system (CMS) that simplifies the process of publishing, storage, and retrieving information on the web. This new system will automate procedures that are presently carried out manually, saving time and money. By adhering strictly to W3C standards, ICCROM will also ensure the broadest possible access and social inclusion.

### *ICCROM e-News*

The ICCROM e-News reaches over 10,000 subscribers monthly with its brief, content-rich news items regarding cultural heritage. Links to the ICCROM website provide in-depth information.

### *ICCROM on Facebook and Twitter*

To anticipate the system upgrade, in March 2010 ICCROM joined the ranks of organizations communicating through social media, namely Facebook and Twitter. Both are attracting visitors to the ICCROM website and engaging a vast audience on various conservation-related topics. These social media activities will continue in 2012-2013.

### **C3.4 Paper and Electronic Publishing**

To offset funding issues, ICCROM is joining forces with other organizations to ensure continuation of its publishing activities. Volume 11 of the peer-reviewed ICCROM Conservation Studies series is being planned in collaboration with the *Centro Internazionale per gli studi di Herculaneum*. This publication, entitled "Heritage Site Management Practices" is being prepared in conjunction with the ICCROM Sites Unit. All of the publication costs will be underwritten through a Memorandum of Understanding between ICCROM and the *Associazione Herculaneum*.

ICCROM also plans to move forward to make scanned versions of all past ICCROM publications available on its website.

### C3.5 ICCROM Database Maintenance

In order to provide up-to-date and accurate information to our Member States, ICCROM will continue to maintain its databases, including the ICCROM Activities Database, the Corporate Address Database, the Training Directory, and the Conference Calendar. The latter two are publicly available on the ICCROM website.

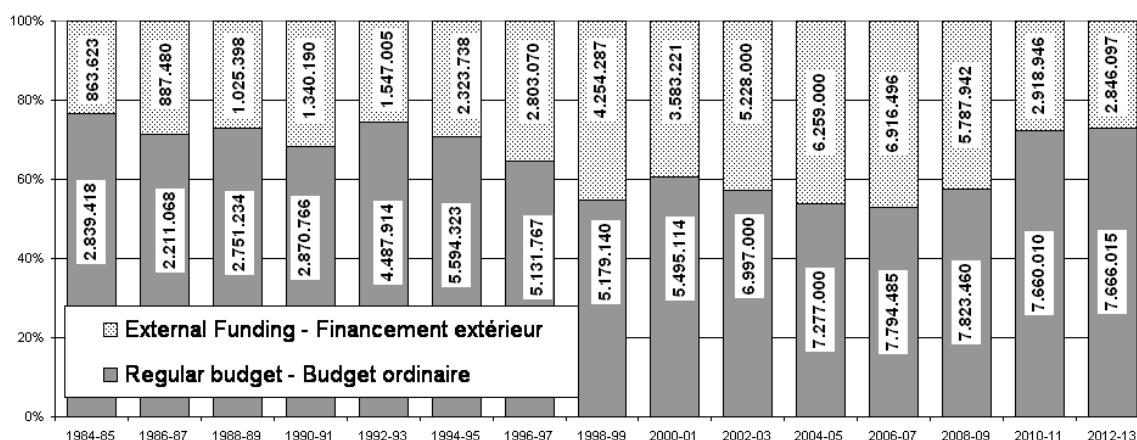
ICCROM Communications	ICCROM Regular Budget	Extra-budgetary secured	Extra-budgetary needed
ICCROM Forum on Cultural Heritage and the Science of Conservation	10,000		40,000
Communications Activities	65,000		
STAFF COSTS	500,870		

## D1 REGULAR BUDGET AND EXTERNAL FUNDS

For the third consecutive biennium, ICCROM is proposing a Programme and Budget based on a Zero Nominal Growth (ZNG) approach, as requested by both the Council and the General Assembly. The rate of inflation declared in August 2010 for Italy was confirmed at 1.6% (Table 1). The budget draft proposal for 2012-2013 will therefore show a 3.2% decrease in real terms when compared with the 2010-2011 approved budget, and a total decrease of 11.5% since 2008 when the ZNG approach was decided.

The provisional ZNG budget (Table 2) is summarized in a simplified form and comprises those activities that are proposed on the basis of the expected contributions from Member States, miscellaneous income, and external funds. The external funds categories have been divided into external funds that have already been committed as voluntary contributions by Member States or contributions made through contracts with international and national organizations for specific projects, and external funds that need to be raised during the course of the biennium. In this connection, it is essential for ICCROM to incorporate its fundraising strategy into its programme planning to reinforce the ability to continue implementing its strategic directions and biennial plans. Efforts in fundraising should continue to reach the levels of extra-budgetary funds achieved during the period of 1998-2009.

The contributions from Member States are projected to remain close to current levels. During the current biennium of 2010-2011, several countries have indicated an interest in joining ICCROM, or have already taken steps to do so, but the assessed contributions from these countries will not substantially increase the overall Regular Budget of ICCROM.



### D1.1 Corporate Operational Costs

This budget item covers building maintenance and utilities (covered partly by a special contribution from the Italian Government), office supplies, vehicles maintenance, purchase of furniture and equipment, safety and health, and various maintenance contracts.

The other major expenditure under this grouping relates to the administration of the Local Area Network (LAN). LAN administration covers the rental of computers and printers, acquisition and licensing of software, the maintenance and upgrade of servers, and technical support and development. The allocation, nevertheless, is reduced when compared with the same budget lines of previous biennia since the outsourcing of helpdesk services has been discontinued in view of the rising cost of the annual contract. It has therefore been decided to establish a permanent post of Helpdesk Clerk at the G-2 level. The resulting cost would be at least 25% less than outsourcing for the service. In addition, the decision will allow the organization to capitalize on in-house expertise that will develop during the coming years.

### D1.2 Personnel Costs

ICCROM salaries and benefits are calculated on the basis of the salary schedule established by the United Nations for both the Professional and General Services categories. As such, ICCROM has no control over either this designation or cost-of-living adjustments.

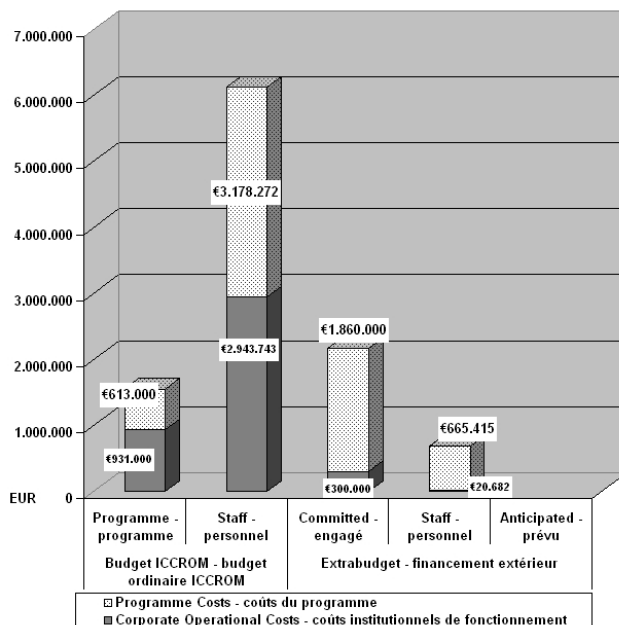
For the 2012-2013 biennium, salaries have been projected taking into account a 4% increase foreseen as adjustments for cost-of-living fluctuations, in addition to the regular step increase that staff members receive every two years for General Service staff, and every year for Professional staff.

In order to contain personnel costs, ICCROM will continue the established policy of freezing posts that become vacant during the course of the biennium, where prudent from an operational point of view, thereby maintaining the efficient provision of important services. In relation, ICCROM has reorganized its structure by merging the former Office of Communication and Information and the Library and Archives Services into the new "Knowledge and Communication Service", under the managerial responsibility of the Librarian. As a result, the post of Manager, Office of Communication and Information (P-4), has been abolished and replaced with the positions of Communication and Web Administrator (P-2), and a part-time Library Assistant (G-4). In addition, two General Service posts at the G-4 and G-3 level have been abolished following the departure of their incumbents on mandatory retirement.

Despite these measures, personnel costs show an increase over the previous biennium of about €240,000. The factors determining the increase are as follows:

- cost-of-living adjustments;
- within-grade seniority awards (step increase);
- tax refund for Italian national employees;
- contributions to Social Security plans;
- contributions to the After Service Medical Insurance Plan for former employees;

**Programme Costs / Corporate Operational Costs as part of the Overall Budget**



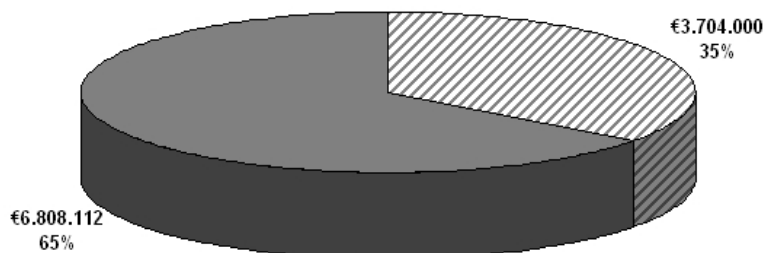
- increase in the After Service actuarial amortization plan;
- creation of a new G-2 Helpdesk Clerk position to replace helpdesk services provided by the outsourced firm (net savings: €40,000 per biennium).

It should be noted that, as a knowledge institution, ICCROM staff is considered to be an important resource. ICCROM relies on its staff for the development and implementation of its activities. In this regard, a full 52 % of the total staff costs are directly attributable to the design and implementation of programme activities rather than to administration of the organization.

In addition to the personnel costs covered from the ICCROM Regular Budget, there are additional personnel costs €686,097 covered from external funds as follows:

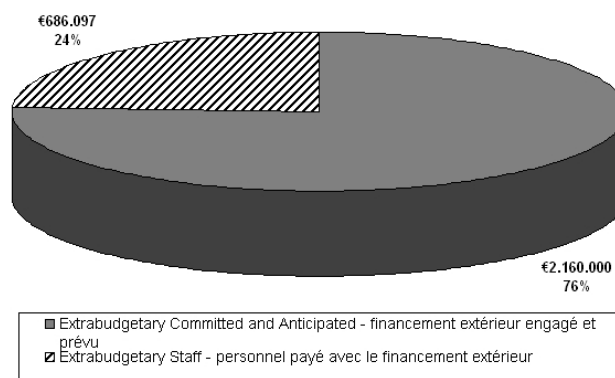
Under the ATHĀR Programme	€ 355,209
Under the WHC Programme	€ 82,610
Under the MAE-DGCS Programme	€ 248,278

**Comparison of Total Programme Expenses and Total Staff Expenses**



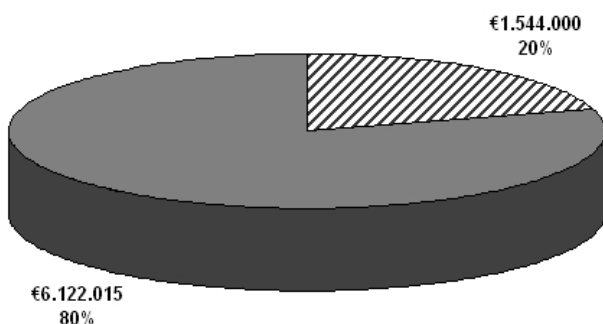
Total Programme Expenses - dépense totale pour l'exécution du programme  
 Total Staff Expenses - dépense totale du personnel

**Comparison of Programme and Staff Costs (Extra-Budgetary Sources)**



Extrabudgetary Committed and Anticipated - financement extérieur engagé et prévu  
 Extrabudgetary Staff - personnel payé avec le financement extérieur

**Comparison of Programme and Staff Costs (ICCROM's Regular Budget)**



Budget ICCROM Programme - budget ordinaire pour le programme de l'ICCROM  
 Budget Staff - budget ordinaire pour le personnel

### D1.3 Operational Reserve

A substantial operational reserve is needed to ease cash flow at the start of annual cycles before the Member State contributions have been paid, and for other unforeseen costs. A deficit of €81,828 was carried forward from the 2008-2009 biennium, which was recovered in the new biennium from the Reserve. At the same time, a total of €140,773 was added to the Reserve reflecting the payment of arrears of €114,673 and €26,100 from Argentina and Iraq. After these operations, the Reserve Fund net value is €1,149,768.

Estimation of budgetary envelope for 2012-2013						2010-2011				
Item	ICCROM Regular Budget	%	External Funding Committed/ Anticipated	TOTAL	%	ICCROM Regular Budget	%	External Funding Committed/ Anticipated	TOTAL	%
<b>Income</b>										
Member State Contributions	7.205	94%		7.205	69%	7.175	94%		7.175	68%
Special Contribution Italian Govt			300	300	3%			350	350	3%
Bank Interest	164	2%		164	2%	165	2%		165	2%
Sale of Publications - Photocopies	47	1%		47	1%	50	1%		50	0%
Course Fees	70	1%		70	1%	50	1%		50	0%
Administrative Costs Recovery	180	2%		180	2%	220	3%		220	2%
Contracts & Voluntary Contributions			2.546	2.546	24%			2.569	2.569	24%
<b>Total Income:</b>	<b>7.666</b>	<b>100%</b>	<b>2.846</b>	<b>10.512</b>	<b>100%</b>	<b>7.660</b>	<b>100%</b>	<b>2.919</b>	<b>10.579</b>	<b>100%</b>
<b>Expenditure</b>										
Operational Reserve	0	0%		0	0%	0	0%		0	0%
Corporate Operational Costs	931	12%	300	1.231	12%	1.136	15%	350	1.486	14%
Programme Implementation Costs	613	8%	1.860	2.473	24%	642	8%	1.883	2.525	24%
Personnel Costs	6.122	80%	686	6.808	65%	5.882	77%	686	6.568	62%
<b>Total Expenditure:</b>	<b>7.666</b>	<b>100%</b>	<b>2.846</b>	<b>10.512</b>	<b>100%</b>	<b>7.660</b>	<b>100%</b>	<b>2.919</b>	<b>10.579</b>	<b>100%</b>

Table 1. Draft ICCROM Budget for the 2012-2013 biennium, on the basis of Zero Nominal Growth (ZNG).  
All values are in Euro (x1,000).

## D2 BUDGET ENVELOPE

The following factors were taken into account during the preparation of the proposed budget for the biennium 2012–2013.

### D2.1 Bank Interest — Bank Accounts

This refers to the interests on ordinary bank accounts. The interest actually earned will depend on the interest rates available from the banks, the cash flow situation, and the timing of Member States payment of contributions. The budget figure is based on current interest rates and is estimated based on experience from previous biennia and taking into account the global financial markets situation.

### D2.2 Bank Interest — Invested Funds

Some special funds are kept in separate deposit accounts to which interest accrues directly. This is the case for the staff Separation Benefits fund and the Operational Reserve fund.

### D2.3 Sale of Publications and Photocopies

An estimate is made of the funds that will be recovered from the sale of publications and photocopies. This income partially offsets the production costs for photocopies.

### D2.4 Course Participation Fees

For most courses a fee is requested from the participants. Such fees have been set at €1,300 for the longer courses (more than 2

months) and €900 for the shorter ones. This revenue partially offsets the cost of financial assistance given to course participants upon request.

### D2.5 Recovery of Direct Administrative Costs

At its meeting in November 2003, the Council approved a minimum rate of 10% to be applied for administrative cost recovery for all projects financed with external funds. This rate has been used for the present budget proposal. For the 2012-2013 biennium, the estimated amount shows a reduction when compared with other biennia, due to the conclusion of activities carried out with external funding, such as the AFRICA 2009 programme.

### D2.6 External Funding and Voluntary Contributions

External funding has become the most important source of funding after Member States contributions. These funds, managed by ICCROM, are voluntary contributions by Member States or contributions made through contracts with international and national organizations. They include the personnel costs of one professional seconded by the Government of Japan. In the past, the Government of France also made available to ICCROM one professional staff member whose costs were fully paid by the Government. This practice was discontinued during the last biennium. However, during the course of 2010, the French Ministry of Culture made a special contribution of €30,000 to ICCROM for the hiring of a French-speaking professional to

help with the coordination of the programmes in sub-Saharan Africa. Presently, it is reasonable to expect a similar special contribution from France for the future as well. Furthermore, the regional government of Sicily detached a conservation professional for two years to act as the Laboratory Coordinator at

ICCROM. This detachment is at no cost to ICCROM. The only voluntary contribution that is used for operational purposes is that from the Government of Italy, which partly covers the maintenance of the San Michele premises, utilities, and security (see §D1.1).

INCOME	ICCROM Regular Budget 2010 - 2011 (including External Funding)		ICCROM Regular Budget 2012 - 2013		External Funding 2012 - 2013		Total
	Programme		Programme		Committed/Anticipated		
					Staff Costs	Programme	
MEMBER STATES CONTRIBUTIONS		7,174,784		7,204,896			7,204,896
SPECIAL CONTRIBUTIONS ITALIAN GOVERNMENT		350,000				300,000	300,000
BANK INTERESTS - BANK ACCOUNTS		20,000		20,000			20,000
BANK INTERESTS - INVESTED FUNDS		145,226		144,119			144,119
SALE OF PUBLICATIONS		35,000		35,000			35,000
SALE OF PHOTOCOPIES		15,000		12,000			12,000
COURSE FEES		50,000		70,000			70,000
ADMINISTRATIVE COST RECOVERY		220,000		180,000			180,000
CONTRACTS & VOLUNTARY CONTRIBUTIONS (Ext. Fund.)		2,568,946			686,097	1,860,000	2,546,097
<b>Total Income:</b>		<b>10,578,956</b>		<b>7,666,015</b>		<b>2,846,097</b>	<b>10,512,112</b>
EXPENDITURES	ICCROM Regular Budget 2010 - 2011 (including External Funding)		ICCROM Regular Budget 2012 - 2013		External Funding 2012 - 2013		Total (Including Staff Costs)
	Programme		Programme		Committed/Anticipated		
		Staff Costs		Staff Costs	Staff Costs	Programme	
<b>Corporate Operational Costs</b>							
GENERAL ASSEMBLY	90,000		90,000				
COUNCIL	40,000	1,405,955	40,000	1,637,732			1,824,414
GENERAL MANAGEMENT & COORD (Incl. Emerg. Req.)	36,000		35,000		20,682		
LOGISTICS	465,000	471,017	480,000	524,950		300,000	1,304,950
LAN ADMINISTRATION	305,000	124,539	191,000	128,211			319,211
FINANCE AND ADMINISTRATION	90,000	589,428	94,000	652,950			746,950
CONTRACTS AND VOLUNTARY CONTRIBUTIONS	350,000	206,982					
<b>Corporate Operational Costs Sub-Total (A):</b>	<b>1,376,000</b>	<b>2,797,821</b>	<b>931,000</b>	<b>2,943,743</b>	<b>20,682</b>	<b>300,000</b>	<b>4,195,425</b>
<b>Programme Costs</b>							
<b>B.1 DEVELOPING &amp; PROMOTING DISASTER &amp; RISK</b>							
B1.1 Training				446,394	24,455		470,849
B1.2 Research			15,000			220,000	220,000
B1.3 Communication			25,000			15,000	30,000
			40,000	446,394	24,455	235,000	745,849
<b>B.2 INTEGRATING NAT SCIENCE &amp; TECHN WITH</b>							
B2.1 Training			133,000	404,623	106,288	235,000	510,911
B2.2 Research			12,000			0	368,000
B2.3 Communication			0			0	12,000
			145,000	404,623	106,288	235,000	890,911
<b>B.3 IMPROVING CONS &amp; MGT PRACTICES THROUGH</b>							
B3.1 Training	356,000	2,067,396	69,000	411,404	152,202		563,606
B3.2 Research			0			60,000	129,000
B3.3 Communication			0			30,000	30,000
			69,000	411,404	152,202	190,000	822,606
<b>B.4 PROMOTING PEOPLE CENTERED APPR TO</b>							
B4.1 Training			15,000	296,530	6,579		303,109
			15,000	296,530	6,579	0	310,109
<b>B.5 BUILDING UP REGIONAL COLLABORATION</b>							
ATHAR			0	45,810	355,209	900,000	901,019
LATAM			0	75,916	20,682	900,000	996,598
MOSAICON			0			200,000	200,000
Collaboration with Regional Institutions			10,000			0	10,000
			10,000	121,726	375,891	1,200,000	1,707,617
<b>C. KNOWLEDGE AND COMMUNICATION SERVICES</b>							
C.1 Library Activities			111,000	1,190,443	0	0	1,190,443
C.2 Archives Activities	276,000	1,134,812	18,000				111,000
C.3 Communications Activities			75,000				18,000
			204,000	1,190,443	0	0	75,000
<b>INTERNATIONAL FELLOWSHIPS</b>	30,000	76,736	70,000				70,000
<b>ADVICE TO INTERN &amp; REG CONSERV NETWORKS &amp; INST</b>	90,000	12,851	60,000				60,000
PROGRAMME SUPPORT (After Service & others not allocated salary benefits)	0	199,374		307,152			307,152
CONTRACTS AND VOLUNTARY CONTRIBUTIONS (Ext. Fund.)	1,882,561	479,403					
<b>Programme Costs Sub-total (B):</b>	<b>2,634,561</b>	<b>3,770,574</b>	<b>613,000</b>	<b>3,178,272</b>	<b>665,415</b>	<b>1,860,000</b>	<b>6,316,687</b>
		6,405,135					
<b>Sub-total Expenditure (A + B)</b>	<b>4,010,561</b>	<b>6,568,395</b>	<b>1,544,000</b>	<b>6,122,015</b>	<b>686,097</b>	<b>2,160,000</b>	<b>10,512,112</b>
<b>Total Expenditure</b>	<b>10,578,956</b>		<b>7,666,015</b>		<b>2,846,097</b>		<b>10,512,112</b>
Personnel Costs	ICCROM Staff Costs 2010 - 2011			ICCROM Staff Costs 2012 - 2013			
	ICCROM Regular Budget	External Funding	Total	ICCROM Regular Budget	External Funding	Total	
SALARIES AND SERVICES	5,729,998	686,387	6,416,385	5,902,015	686,097	6,588,112	
After Service Medical Contributions	152,010	0	152,010	220,000	0	220,000	
<b>Personnel Costs</b>	<b>5,882,008</b>	<b>686,387</b>	<b>6,568,395</b>	<b>6,122,015</b>	<b>686,097</b>	<b>6,808,112</b>	

Table 2. Draft ICCROM Budget for the 2012-2013 biennium (detailed) on the basis of Zero Nominal Growth (ZNG).

## D3 SCALE OF ASSESSMENT

Regarding the contributions of Member States to ICCROM's budget, Article 2.5 of the Statutes states that, "Each Member State shall contribute to the budget of ICCROM at a rate fixed by the General Assembly".

For the 2012-2013 biennium and at the time of preparation of the draft proposal, the ICCROM scale of assessment is derived from that adopted by the General Assembly of the United Nations for the years 2010, 2011, and 2012 (see document: United Nations General Assembly 64<sup>th</sup> session No A/RES/64/248 – Agenda item 136, Resolution adopted by the General Assembly on the report of the Fifth Committee (A/64/482/Add.1)), adjusted to take into account the difference in membership of the two organizations.

### D3.1 Calculation of the ICCROM Scale of Assessment

The totals of the scales at the United Nations and at ICCROM add up to 100%. The United States of America pays a maximum contribution at a rate of 22%, while several Member States (46 at ICCROM) pay a minimum contribution at a rate of 0.010%. These maximum and minimum contributions are deducted from 100 and what remains (77.540, see below) is divided among the other Member States in proportion to their rates on the UN scale (total 74.931 at ICCROM). A multiplication factor  $77.54/74.931$  must thus be applied to the UN rates in order to obtain the ICCROM rates. The assessment rate of each Member State has been determined as follows for the 2012-2013 Biennium:

(A) The United Nations and ICCROM total scales add up to:	100.000
The first adjustment is made for the United States, with a maximum contribution of 22%	<u>22.000</u>
	<b>78.000</b>
The second adjustment is for the 46 countries with a minimum contribution of 0.010%	<u>0.460</u>
	<b>77.540 (A)</b>

(B) This is the amount of the UN scale of assessment that needs to be divided among the remaining ICCROM Member States, and is also used to develop the coefficient factor of adjustment.

(B) The United Nations scale total	100.000
The United States scale must be deducted	<u>22.000</u>
	<b>78.000</b>
Non-ICCROM Member States must be deducted from the UN scale	2.845
Effective value under 0.010%	<u>0.224</u>
	<b>74.931 (B)</b>

This is the total of the UN scale of assessment to be allocated to ICCROM Member States who do not pay a maximum or minimum percentage.

Because adjustments were made to remove and add countries, a coefficient factor must be applied to the UN scale of assessment for the ICCROM Member States who do not pay a maximum or minimum percentage. This is done in order to have the ICCROM total scale of assessment add up to 100%.

This factor is obtained by dividing (A) (the balance of the UN scale of assessment)	77.540
by (B) (actual percentage already allocated to ICCROM Member States)	74.931
giving a coefficient adjustment factor of	<b>1.0348187</b>

ICCROM must also take into account the fact that the most recent United Nations scale of assessment is now using three decimals instead of two to calculate their Member States contributions. The three decimals will provide a more accurate distribution of the contributions. ICCROM has adopted the same approach.

The result is then rounded off to three decimals. As an example, Member State X has been assessed by the United Nations at 2.569; to obtain the ICCROM scale of assessment this number (2.569) is multiplied by the coefficient factor indicated above.

### D3.2 2012-2013 Budget: Determining Contributions

The budget for 2012-2013 was determined as follows:

<b>A. The budget for 2010-11</b>	<b>€7,174,784</b>
Deduct countries losing their rights during the biennium: none	0
Total deductions:	0
<b>B. Revised budget before adding new Member States</b>	<b>€7,174,784</b>

Add new Member States that joined during the biennium:

Afghanistan	718
Mauritania	718
United Arab Emirates	28,700
<u>Total new Member States</u>	<u>€30,136</u>
Rounding off	24
<b>C. Revised budget for the 2012- 2013 biennium with 0% increase</b>	<b>€7,204,896</b>

### D3.3 2012-2013 Budget: Appropriation Resolution 0% Increase (ZNG)

The General Assembly:

- authorizes the Director General to implement the programme outlined in the Programme and Budget 2012–2013;
- approves the contribution budget to be provided by the Member States in the amount of €7,204,896 based on a principle of 0% increase (ZNG);
- approves the scale of assessment of Member States of ICCROM for the biennium 2012–2013, based on the scale of assessment adopted by the United Nations General Assembly for the years 2010–2011–2012 and adapted to ICCROM specific requirements to take into account the difference in membership between the two organizations in order to derive an ICCROM scale of 100%.

New members depositing their instruments of ratification after 30 September 2010 (the date of preparation of the assessments for the 2012-2013 biennium) shall be assessed in accordance with the same formulae used to derive this scale of assessment.

Number of Countries	Member States	UN Scale of Assessment	ICCROM Scale of Assessment	Yearly contribution to ICCROM	Contribution to ICCROM for the Biennium	Contributions of new Member States that have become member during the 2010-2011	Contribution to ICCROM for the Biennium	Yearly contribution to ICCROM
		2010-2011-2012	2012-2013	2012-2013		2010 - 2011		
1	Afghanistan	0,004	0,010	€ 360	€ 720	€ 718		
2	Albania	0,010	0,010	€ 360	€ 720		€ 718	€ 359
3	Algeria	0,128	0,132	€ 4.755	€ 9.510		€ 6.242	€ 3.121
4	Andorra	0,007	0,010	€ 360	€ 720		€ 718	€ 359
5	Angola	0,010	0,010	€ 360	€ 720		€ 718	€ 359
6	Argentina	0,287	0,297	€ 10.700	€ 21.400		€ 23.964	€ 11.982
7	Armenia	0,005	0,010	€ 360	€ 720		€ 718	€ 359
8	Australia	1,933	2,000	€ 72.033	€ 144.106		€ 131.870	€ 65.939
9	Austria	0,851	0,881	€ 31.739	€ 63.478		€ 65.436	€ 32.718
10	Azerbaijan	0,015	0,016	€ 576	€ 1.152		€ 718	€ 359
11	Bahrain	0,039	0,040	€ 1.441	€ 2.882		€ 2.440	€ 1.220
12	Barbados	0,008	0,010	€ 360	€ 720		€ 718	€ 359
13	Bangladesh	0,010	0,010	€ 360	€ 720		€ 718	€ 359
14	Belgium	1,075	1,112	€ 40.061	€ 80.122		€ 81.294	€ 40.647
15	Benin	0,003	0,010	€ 360	€ 720		€ 718	€ 359
16	Bolivia	0,007	0,010	€ 360	€ 720		€ 718	€ 359
17	Bosnia and Herzegovina	0,014	0,014	€ 504	€ 1.008		€ 718	€ 359
18	Botswana	0,018	0,019	€ 685	€ 1.370		€ 1.004	€ 502
19	Brazil	1,611	1,667	€ 60.056	€ 120.112		€ 64.648	€ 32.324
20	Brunei Darussalam	0,028	0,029	€ 1.045	€ 2.090		€ 1.938	€ 969
21	Bulgaria	0,038	0,039	€ 1.405	€ 2.810		€ 1.506	€ 753
22	Burkina Faso	0,003	0,010	€ 360	€ 720		€ 718	€ 359
23	Cambodia	0,003	0,010	€ 360	€ 720		€ 718	€ 359
24	Cameroon	0,011	0,011	€ 396	€ 792		€ 718	€ 359
25	Canada	3,207	3,319	€ 119.572	€ 239.144		€ 219.700	€ 109.850
26	Chad	0,002	0,010	€ 360	€ 720		€ 718	€ 359
27	Chile	0,236	0,244	€ 8.790	€ 17.580		€ 11.910	€ 5.955
28	China	3,189	3,300	€ 118.887	€ 237.774		€ 196.812	€ 98.406
29	Colombia	0,144	0,149	€ 5.368	€ 10.736		€ 7.750	€ 3.875
30	Congo	0,003	0,010	€ 360	€ 720		€ 718	€ 359
31	Côte-d'Ivoire	0,010	0,010	€ 360	€ 720		€ 718	€ 359
32	Croatia	0,097	0,100	€ 3.603	€ 7.206		€ 3.660	€ 1.830
33	Cuba	0,071	0,073	€ 2.630	€ 5.260		€ 4.018	€ 2.009
34	Cyprus	0,046	0,049	€ 1.729	€ 3.458		€ 3.228	€ 1.614
35	Czech Republic	0,349	0,361	€ 13.006	€ 26.012		€ 20.736	€ 10.368
36	Denmark	0,736	0,762	€ 27.432	€ 54.864		€ 54.530	€ 27.265
37	Dominican Republic	0,043	0,043	€ 1.549	€ 3.098		€ 1.794	€ 897
38	Ecuador	0,040	0,041	€ 1.477	€ 2.954		€ 1.578	€ 789
39	Egypt	0,094	0,097	€ 3.495	€ 6.990		€ 6.530	€ 3.265
40	Estonia	0,040	0,041	€ 1.477	€ 2.954		€ 1.140	€ 574
41	Ethiopia	0,008	0,010	€ 360	€ 720		€ 718	€ 358
42	Finland	0,566	0,586	€ 21.111	€ 42.222		€ 41.616	€ 20.808
43	Former Yugoslav Rep. of Macedonia	0,007	0,010	€ 360	€ 720		€ 718	€ 359
44	France	6,123	6,336	€ 228.263	€ 456.526		€ 465.014	€ 232.507
45	Gabon	0,014	0,014	€ 504	€ 1.008		€ 718	€ 359
46	Gambia	0,001	0,010	€ 360	€ 720		€ 718	€ 359
47	Georgia	0,006	0,010	€ 360	€ 720		€ 718	€ 359
48	Germany	8,018	8,297	€ 298.911	€ 597.822		€ 632.982	€ 316.491
49	Ghana	0,006	0,010	€ 360	€ 720		€ 718	€ 359
50	Greece	0,691	0,715	€ 25.759	€ 51.518		€ 43.982	€ 21.991

Table 3. Scale of Assessment: contributions from Member States 2012–2013  
(all figures in Euro)

Number of Countries	Member States	UN Scale of Assessment	ICCROM Scale of Assessment	Yearly contribution to ICCROM	Contribution to ICCROM for the Biennium	Contributions of new Member States that have become member during the 2010-2011	Contribution to ICCROM for the Biennium	Yearly contribution to ICCROM
		2010-2011-2012	2012-2013	2012-2013			2010 - 2011	
51	Guatemala	0,028	0,029	€ 1.045	€ 2.090		€ 2.368	€ 1.184
52	Guyana	0,001	0,010	€ 360	€ 720		€ 718	€ 359
53	Haiti	0,003	0,010	€ 360	€ 720		€ 718	€ 359
54	Honduras	0,000	0,010	€ 360	€ 720		€ 718	€ 359
55	Hungary	0,291	0,301	€ 10.844	€ 21.688		€ 18.010	€ 9.005
56	India	0,534	0,553	€ 19.923	€ 39.846		€ 33.220	€ 16.610
57	Iran	0,233	0,241	€ 8.682	€ 17.364		€ 13.274	€ 6.637
58	Ireland	0,498	0,515	€ 18.554	€ 37.108		€ 32.862	€ 16.431
59	Israel	0,394	0,397	€ 14.302	€ 28.604		€ 30.924	€ 15.462
60	Italy	4,990	5,173	€ 186.365	€ 372.730		€ 374.824	€ 187.412
61	Japan	12,530	12,966	€ 467.118	€ 934.236		€ 1.226.860	€ 613.430
62	Jordan	0,014	0,014	€ 504	€ 1.008		€ 862	€ 431
63	Kenya	0,012	0,012	€ 432	€ 864		€ 718	€ 359
64	Kingdom of Saudi Arabia	0,830	0,859	€ 30.947	€ 61.894		€ 55.176	€ 27.588
65	Kuwait	0,263	0,272	€ 9.799	€ 19.598		€ 13.418	€ 6.709
66	Laos People's Dem. Rep.	0,001	0,010	€ 360	€ 720		€ 718	€ 359
67	Lebanon	0,033	0,034	€ 1.225	€ 2.450		€ 2.512	€ 1.256
68	Lesotho	0,001	0,010	€ 360	€ 720		€ 718	€ 359
69	Libyan Arab Jamahiriya	0,129	0,133	€ 4.792	€ 9.584		€ 4.592	€ 2.296
70	Lithuania	0,065	0,067	€ 2.414	€ 4.828		€ 2.296	€ 1.148
71	Luxembourg	0,090	0,093	€ 3.350	€ 6.700		€ 6.242	€ 3.121
72	Madagascar	0,003	0,010	€ 360	€ 720		€ 718	€ 359
73	Malaysia	0,253	0,262	€ 9.439	€ 18.878		€ 13.992	€ 6.996
74	Mali	0,003	0,010	€ 360	€ 720		€ 718	€ 359
75	Malta	0,017	0,019	€ 648	€ 1.296		€ 1.220	€ 610
76	Mauritania	0,001	0,010	€ 360	€ 720	€ 718	€ 0	
77	Mauritius	0,011	0,011	€ 396	€ 792		€ 790	€ 395
78	Mexico	2,356	2,428	€ 87.822	€ 175.644		€ 166.522	€ 82.266
79	Monaco	0,003	0,010	€ 360	€ 720		€ 718	€ 359
80	Mongolia	0,002	0,010	€ 360	€ 720		€ 718	€ 359
81	Montenegro	0,004	0,010	€ 360	€ 720		€ 718	€ 359
82	Morocco	0,058	0,060	€ 2.162	€ 4.324		€ 3.086	€ 1.543
83	Mozambique	0,003	0,010	€ 360	€ 720		€ 718	€ 359
84	Myanmar (Union of)	0,006	0,010	€ 360	€ 720		€ 718	€ 359
85	Namibia	0,008	0,010	€ 360	€ 720		€ 718	€ 359
86	Nepal	0,006	0,010	€ 360	€ 720		€ 718	€ 359
87	Netherlands	1,855	1,920	€ 69.171	€ 138.342		€ 130.192	€ 69.096
88	New Zealand	0,273	0,283	€ 10.195	€ 20.390		€ 18.870	€ 9.435
89	Nicaragua	0,003	0,010	€ 360	€ 720		€ 718	€ 359
90	Nigeria	0,078	0,081	€ 2.918	€ 5.836		€ 3.516	€ 1.758
91	Norway	0,071	0,091	€ 32.460	€ 64.920		€ 57.688	€ 28.844
92	Oman	0,086	0,089	€ 3.206	€ 6.412		€ 5.382	€ 2.691
93	Pakistan	0,092	0,085	€ 3.062	€ 6.124		€ 4.376	€ 2.188
94	Paraguay	0,007	0,010	€ 360	€ 720		€ 718	€ 359
95	Peru	0,090	0,093	€ 3.350	€ 6.700		€ 5.740	€ 2.870
96	Philippines	0,090	0,093	€ 3.350	€ 6.700		€ 5.740	€ 2.870

 Table 3. Scale of Assessment: contributions from Member States 2012–2013  
 (all figures in Euro)

Number of Countries	Member States	UN Scale of Assessment	ICCROM Scale of Assessment	Yearly contribution to ICCROM	Contribution to ICCROM for the Biennium	Contributions of new Member States that have become member during the 2010-2011	Contribution to ICCROM for the Biennium	Yearly contribution to ICCROM
		2010-2011-2012	2012-2013	2012-2013	2012-2013		2010 - 2011	
97	Poland	0,028	0,057	€ 30.875	€ 61.750		€ 36.952	€ 18.476
98	Portugal	0,511	0,529	€ 19.058	€ 38.116		€ 38.888	€ 19.444
99	Republic of Korea	2,260	2,339	€ 84.266	€ 168.532		€ 160.362	€ 80.181
100	Romania	0,177	0,183	€ 6.593	€ 13.186		€ 5.166	€ 2.583
101	Rwanda	0,001	0,010	€ 360	€ 720		€ 718	€ 359
102	Senegal	0,006	0,010	€ 360	€ 720		€ 718	€ 359
103	Serbia	0,037	0,038	€ 1.369	€ 2.738		€ 1.578	€ 789
104	Seychelles	0,002	0,010	€ 360	€ 720		€ 718	€ 359
105	Slovakia	0,142	0,147	€ 5.296	€ 10.592		€ 4.664	€ 2.332
106	Slovenia	0,103	0,107	€ 3.855	€ 7.710		€ 7.104	€ 3.552
107	South Africa	0,385	0,398	€ 14.338	€ 28.678		€ 21.382	€ 10.691
108	Spain	3,177	3,288	€ 118.455	€ 236.910		€ 219.054	€ 109.527
109	Sri Lanka	0,019	0,020	€ 721	€ 1.442		€ 1.148	€ 574
110	Sudan	0,010	0,010	€ 360	€ 720		€ 718	€ 359
111	Swaziland	0,003	0,010	€ 360	€ 720		€ 718	€ 359
112	Sweden	1,064	1,101	€ 39.665	€ 79.330		€ 79.068	€ 39.534
113	Switzerland	1,130	1,169	€ 42.115	€ 84.230		€ 89.760	€ 44.880
114	Syrian Arab Rep.	0,025	0,026	€ 937	€ 1.874		€ 1.148	€ 574
115	Thailand	0,209	0,216	€ 7.782	€ 15.564		€ 13.704	€ 6.852
116	Togo	0,001	0,010	€ 360	€ 720		€ 718	€ 359
117	Trinidad and Tobago	0,044	0,046	€ 1.657	€ 3.314		€ 2.010	€ 1.005
118	Tunisia	0,030	0,031	€ 1.117	€ 2.234		€ 2.296	€ 1.148
119	Turkey	0,617	0,638	€ 22.985	€ 45.970		€ 28.126	€ 14.063
120	United Arab Emirates	0,391	0,405	€ 14.591	€ 29.182	€ 28.700		
121	United Kingdom	6,604	6,834	€ 246.204	€ 492.408		€ 490.198	€ 245.099
122	United Republic of Tanzania	0,008	0,010	€ 360	€ 720		€ 718	€ 359
123	United States of America	22,000	22,000	€ 792.581	€ 1.585.162		€ 1.578.508	€ 789.254
124	Uruguay	0,027	0,028	€ 1.008	€ 2.018		€ 2.010	€ 1.005
125	Venezuela	0,314	0,325	€ 11.709	€ 23.418		€ 14.780	€ 7.390
126	Viet Nam	0,033	0,034	€ 1.225	€ 2.450		€ 1.794	€ 897
127	Yemen	0,010	0,010	€ 360	€ 720		€ 718	€ 359
128	Zambia	0,004	0,010	€ 360	€ 720		€ 718	€ 359
129	Zimbabwe	0,003	0,010	€ 360	€ 720		€ 718	€ 359
	<b>Total:</b>	<b>97,155</b>	<b>99,995</b>	<b>€ 3.602.448</b>	<b>€ 7.204.896</b>	<b>€ 30.136</b>	<b>€ 7.174.784</b>	<b>€ 3.587.392</b>
						<b>€ 7.204.920</b>		

 New Member States that have become members of ICCROM subsequent to the approval of the Prg. & Bdg. for the biennium 2010-2011

Table 3. Scale of Assessment: contributions from Member States 2012–2013  
(all figures in Euro)

# D4 ICCROM ORGANIZATIONAL CHART

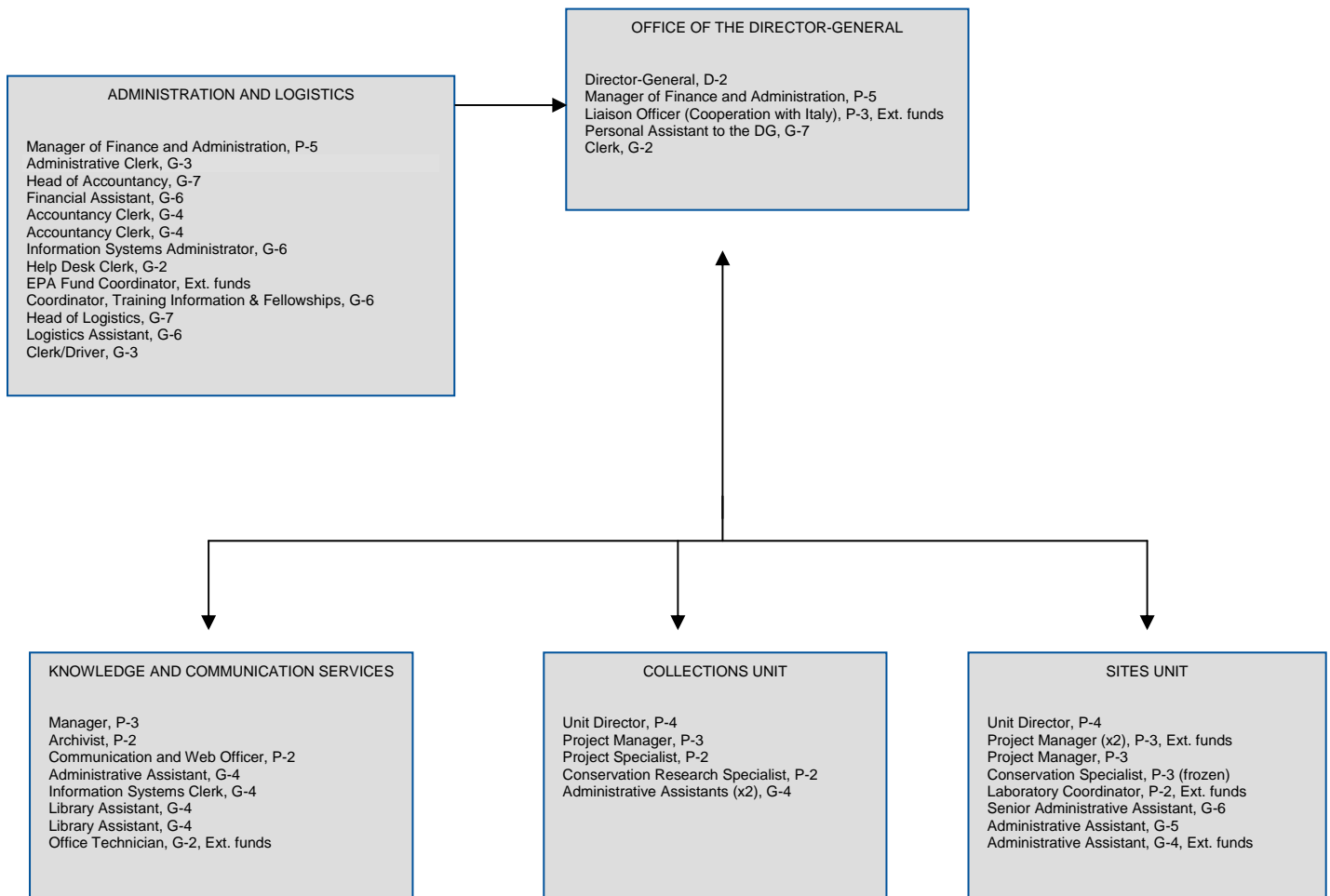


Table 4. ICCROM Organizational Chart 2012-2013