

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

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



# Programme and Budget 2016-2017 Biennium

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# CONTENTS

<b>A</b>	<b>INTRODUCTION</b>	<b>1</b>
<b>A1</b>	<b>Strategic Directions</b>	<b>2</b>
<b>A2</b>	<b>Six-Year Vision</b>	<b>3</b>
<b>A3</b>	<b>Programme and Activities for the Biennium 2016-2017</b>	<b>3</b>
<b>B</b>	<b>PROGRAMME OF ACTIVITIES</b>	<b>5</b>
<b>B1</b>	<b>Developing and Promoting Disaster and Risk Management (including preventive conservation)</b>	<b>7</b>
B1.1	Training in Disaster and Risk Management	8
B1.2	Research	10
B1.3	Communication	10
<b>B2</b>	<b>Integrating Material Science and Technology with Conservation</b>	<b>12</b>
B2.1	Training in Material Science and Technology for Conservation	13
B2.2	Research on Scientific and Technological Issues	15
<b>B3</b>	<b>Improving Conservation and Management Practices through the World Heritage Convention</b>	<b>17</b>
B3.1	Training for Improving Conservation and Management Practices through World Heritage Convention	18
B3.2	Research on Improving Conservation and Management Practices through World Heritage Convention	19
B3.3	Communication and World Heritage	19
<b>B4</b>	<b>Promoting People-Centred Approaches to Conservation: Living Heritage</b>	<b>21</b>
B4.1	Training for the Living Heritage Approach	22
B4.2	Research for the Living Heritage Approach	22
B4.3	Communication and People-Centred Approaches to Conservation	22
<b>B5</b>	<b>Building Regional Collaboration</b>	<b>24</b>
B5.1	ATHAR	24
B5.2	LATAM	26
B5.3	MOSAIKON	27
B5.4	Collaboration with Regional Institutions in Asia	27
B5.5	Collaboration with Regional Institutions in Africa	28
B5.6	Collaboration with Regional Organizations in Europe	28
<b>C</b>	<b>KNOWLEDGE AND COMMUNICATION SERVICES</b>	<b>30</b>
<b>C1</b>	<b>Library</b>	<b>30</b>
C1.1	Library Reading Room, Acquisitions and Cataloguing	30
C1.2	Continuation of digitization and scanning project of ICCROM and partner organization materials	30
C1.3	Digital Library online space	30
<b>C2</b>	<b>ICCROM ARCHIVES</b>	<b>31</b>
C2.1	Management tasks for ICCROM's active and inactive records	31

C2.2	International research project – InterPARES Trust	31
C2.3	Audiovisual digitization project	31
C2.4	Torraca Archive Project	31
<b>C3</b>	<b>ICCROM COMMUNICATIONS</b>	<b>32</b>
C3.1	ICCROM Newsletter and Annual Report	32
C3.2	ICCROM and the Web	32
C3.3	Paper and Electronic Publishing	32
C3.4	Promotion (web, video, paper based)	32
C3.5	ICCROM Database Maintenance	32
C3.6	Additional Member State Services	32
C3.7	ICCROM Forum	33
C3.8	General Assembly Thematic Discussion	33
C3.9	Archaeological conservation e-Journal	33
<b>D1</b>	<b>REGULAR BUDGET AND EXTERNAL FUNDS</b>	<b>35</b>
D1.1	Corporate Operational Costs	36
D1.2	Personnel Costs	36
D1.3	Operational Reserve	38
<b>D2</b>	<b>BUDGET ENVELOPE</b>	<b>40</b>
D2.1	Bank Interest—Bank Accounts	40
D2.2	Bank Interest—Invested Funds	40
D2.3	Sale of Publications and Photocopies	40
D2.4	Course Participation Fees	40
D2.5	Recovery of Direct Administrative Costs	40
D2.6	External Funding and Voluntary Contributions	41
<b>D3</b>	<b>SCALE OF ASSESSMENT</b>	<b>44</b>
D3.1	Calculation of the ICCROM Scale of Assessment	44
D3.2	2016-2017 Budget: Determining Contributions	45
D3.3	2016-2017 Budget: Appropriation Resolution 0% Increase (ZNG)	45
<b>D4</b>	<b>ICCROM ORGANIZATIONAL CHART</b>	<b>49</b>



## A INTRODUCTION

Making predictions for a somewhat distant future programme is a gamble, especially in a historic moment like the present, which is turbulent at both the political and socio-economic levels. The widening of the crisis in the southern and eastern Mediterranean, with the emergence of a systematic terrorism that has chosen cultural heritage as one of its primary objectives; the opening of new political and ethnic conflicts in eastern Europe; and the impoverishment of some regions as a result of the collapse of tourism or the recurrence of epidemics are all fast moving and largely unexpected occurrences which add to already existing crisis situations. Nor can we cultivate the reasonable hope that communities can resolve these problems in a short time period. ICCROM, which is responsible for developing good practice for conservation of cultural heritage in all its forms, has a duty to take into account these scenarios and their implications.

ICCROM programmes related to technical issues and scientific methodologies for the conservation of heritage are, and will continue to be, of relevance to our field. Thus, we will need to follow developments in the conservation-related sciences, and in particular, in their practical application. However, the crisis situations mentioned above call for an integrated approach. More than ever, ICCROM must develop capacity building approaches to complex situations which take into account the relationship of people to their heritage, cultural and natural, movable and immovable, and tangible and intangible. This will mean expanding many of the principles developed by ICCROM and its partners within the World Heritage Capacity Building Strategy beyond the limit of the World Heritage properties for which it was designed.

It will become even more important to continue to develop research and training in disaster risk management and emergency response in times of conflict and natural disaster. For many decades, the international community has been active in this area, especially in the field of humanitarian relief, and there are success stories that honour the many organizations involved, both intergovernmental and nongovernmental. ICCROM has carried out a number of activities in this area in the past, but has recently become much more active, based on the Strategic Directions formulated in 2008 by the Council. Following the implementation of early interventions in Haiti and Egypt, it has become clear that there is a strong need for this type of activity, and that the approach and methodologies adopted by ICCROM have been very much appreciated. For these reasons, the present Programme and Budget was organized, giving a relative priority to the area of disaster and risk management.

The Programme and Budget has been developed with the expectation that the problem related to the payment of Italian taxes will have been resolved. Despite the improvement that will follow the resolution of this particular (I would even say dramatic) problem, the economic situation of ICCROM continues to be problematic, and certainly not sufficient for the ever growing requests for assistance that come from Member States. ICCROM is striving to create a dedicated professional fundraising team, but there is no doubt that after many years with a policy of Zero Nominal Growth (ZNG), it is time to re-

establish a healthier balance between funds from the ordinary contributions of Member States and funds from extra-budgetary contributions. These later are particularly valuable to activate special programmes and would be even more essential in creating a fund to enable ICCROM to take part in emergency response activities alongside other organizations when we are called to act to the best of our expertise.

ICCROM has, again, increased the number of Member States, a clear sign of good moral health of the organization, its excellent reputation for strict neutrality, the

effectiveness of its programs, and the good work of its staff. Our large international coverage is an important tool to work effectively, using a shared awareness of the importance of conservation of cultural heritage as a tool for dialogue beyond the boundaries of individual states, and even beyond the legitimate pride of every Member State for its national heritage. It is essential that conservation professionals are aware of their role at a global level to consider this aspect of culture for dialogue, the only alternative to the devastating wave of conflict and the fresh outbreak of nationalism.

ICCROM, its headquarters in Rome, its new regional office in Sharjah, and all places where ICCROM activities are organized, are privileged places where this culture of dialogue can be formed, as evidenced by the thousands of young and not-so-young professionals who pass through ICCROM in various capacities. It is therefore essential to strengthen the capacity of ICCROM to act as a host to professionals from diverse backgrounds, with a strong programme of internships and fellowships, supported with adequate funds to allow for those from developing countries to participate. With the generosity of the Italian government, we hope that by the time we implement this Programme and Budget, the restoration will be completed on the new premises in via Porta Portese. In this way, ICCROM will be able to implement its activities more effectively and in a more prestigious and culturally rich environment.

The gradual increase in the number of Member States, the growing demand for technical assistance, requests for an ICCROM presence in many international meetings, and our commitment to effective implementation of our program of activities as approved by General Assembly point to the increasingly critical issue of human resources at ICCROM. Of course, the organization relies extensively on its extensive network of collaborators, starting with UNESCO and its international partners, ICOMOS, IUCN and ICOM. Nevertheless, the need for a larger staff dedicated full-time to the implementation of the program is vital to the organization and the quality of our work. One possible solution is for ICCROM to request secondments from the heritage institutions of our Member States. Such secondments usually last for two years,

providing ICCROM with a valuable contribution to the implementation of our programme, and providing the Member State with a person more able to collaborate at the international level and participate in the implementation of international policies upon their return home. Similarly, now that we have a new and more efficient website, it is essential, among the many services we can provide, to develop the network of "ICCROM Alumni" to ensure that the spirit of the organization that has touched so many participants, teachers, interns, and fellows continues to remain alive and provides an ongoing connection to the international conservation community that they have found while at ICCROM.

In closing these introductory remarks, I would like to add some comments regarding our regional collaboration programme. Promoting and strengthening regional collaboration is one of ICCROM priorities. In this coming biennium, and at a moment when ICCROM is reviewing its strategic directions, the question of regional collaboration, regional partners or programmes, their long-term sustainability and the role of ICCROM will be clearly defined and articulated. Sub-Saharan Africa where ICCROM was strongly involved from 1985 to 2010 will benefit from a new focus. However, to implement stronger partnerships in Africa, ICCROM will have to rely on voluntary contributions from its Member States.

## A1 Strategic Directions

ICCROM accomplishes its mission according to the following Strategic Directions as approved by our Council in 2010.

- *Strategic Direction 1 – Training:* ensuring the quality and relevance of ICCROM training.
- *Strategic Direction 2 – Research:* reintegrating and re-emphasizing the important role of material science, scientific methodologies, and conservation science in ICCROM's programmes and activities, and ensuring that ICCROM continues to take an interdisciplinary approach and integrate the results of research in conservation-related fields

- *Strategic Direction 3 – Communication, Information, and Advice:* ensuring that ICCROM remains a reliable and up-to-date source of information and advice for Member States.

These Strategic Directions have been used to plan the activities within the Programme and Budget for 2016–2017. The Strategic Directions have been under review by the ICCROM Council during the 2014–2015 biennium and will be revised if necessary, for planning the activities of future biennia.

## A2 Six-Year Vision

ICCROM’s General Assembly furthermore approved a medium-term, six-year vision in 2011 to specifically meet emerging conservation needs and priorities in our Member States. The following five main programme areas were developed and have been under implementation since 2012.

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

The progress in meeting the long-term goals for each programme area can be found at the beginning of each section. This progress report has, in turn, been used by ICCROM staff to develop the activities for the 2016–2017 biennium in order to ensure that our long-term goals are met.

As mentioned above, the development of this Programme and Budget has also prioritized activities within the Disaster and Risk Management programme area. In particular a stronger focus has been given to the courses and other activities dealing with First Aid to Cultural Heritage in Times of Emergency and the Re-Org programme.

In the programme area on Integrating Science and Technology with Conservation, additional emphasis has been given both to the course on Conservation of Sound and Image Collections as well as the follow-up to the ICCROM Forum on Science and Conservation.

The programme area on Promoting People-Centered Approaches to Conservation has not been able to raise funds for activities during the past two biennia. For this reason, resources are foreseen to carry out a least one course and one workshop in this area. In the area for regional collaboration, a small amount of seed funding has also been provided to the LATAM programme to ensure better communication with professionals and institutions in the region.

In the Knowledge and Communication Service, additional resources are being provided both for the ICCROM Archive and for the website and social media in order to develop more features, content, and learning tools. Finally, a small amount of funding has been set aside in order to implement a thematic activity at the ICCROM General Assembly.

## A3 Programme and Activities for the Biennium 2016-2017

Following this Introduction, the Programme and Budget contained in this document is divided into three main parts.

- Part B covers specific information outlining the programme of activities proposed for the 2016–2017 biennium. It is divided into the five programme areas mentioned above, and further sub-divided into the areas of training, research, and communication, following the Strategic Directions of the Council. For each of the programmes, a core course is identified to signal the key priority action for that programme.
- Part C covers the Knowledge and Communication Services. This section is divided into three parts, highlighting the proposed activities of ICCROM’s

Library, Archives, and Communication Services.

- Part D deals with all of the necessary financial information related to the implementation of the Programme and Budget. This includes information on the proposed regular budget and external funds, the budget envelope, and the scale of assessment.

ICCROM must find appropriate ways of making our work more sustainable. We look forward to developing solutions which will allow us to ensure that ICCROM remains the premier international, intergovernmental organization dedicated to the conservation of cultural heritage. In particular, we must ensure that our core activities, and indeed all our activities, can be implemented on a regular basis, open to all Member States regardless of their financial situation. Our Library and Archive must also continue to collect the best and most relevant conservation information, remaining open and accessible to all. We look forward to working with our Member State institutions and other partners to find creative means of ensuring a sustainable future.

## B PROGRAMME OF ACTIVITIES

The following five programme areas represent the key themes that ICCROM is pursuing during the period from 2012 to 2017, as approved by the General Assembly in December 2011. In all of our Member States, the training of professionals is considered as an effective means of promoting positive change for the protection of cultural heritage. For this reason, ICCROM will continue to give particular emphasis to professional training in each of these programme areas, which are structured around a core training course in combination with other activities aimed to meet the programme's objectives. The activities correspond to the ICCROM Council's Strategic Directions for training, 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 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's objective for 2012-2017 is to utilize its unique position and work as a facilitator and focal point for communication and strategic thinking in international conservation research. In the last two years of this programme cycle, ICCROM will build on the findings of the 2013 ICCROM Forum on Conservation Science, and the partnerships forged through this activity. A priority will be given to developing follow-up activities to this important activity (see section B2). In addition, through its fellowship programme ICCROM will continue to host self-funded individual researchers, working on identified topics relevant to ICCROM's overall programme. 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 with professionals and facilities in Rome. While at ICCROM, fellows can also take advantage of contacts with ICCROM partners.

During the period 2012-2017, ICCROM is giving 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 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

In the first Programme and Budget (2012-2013) of this six-year programme cycle, ICCROM defined long-term goals for each of the five identified programme area. These long-term goals are stated at the beginning of each of the programme areas along with the progress made in meeting these goals through 2015.

**Results-Oriented Target Indicators for  
2016–2017 for the Overall Programme**

During the 2016-2017 biennium, it is expected that the following results will be obtained:

- 10-15 courses will be implemented;
- 48-62 weeks of courses will be carried out;
- 235–295 professionals will be trained;
- 4–8 fellows and visiting researchers will be hosted at ICCROM;
- 4–8 interns will be hosted at ICCROM.

In addition to the quantitative results above, it is expected that during the biennium, ICCROM will produce didactic materials for use by institutions in Member States. 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 (including preventive conservation)

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. Scientists expect that these changes will likely modify the pattern of certain risks such as floods, storms, and drought, and influence the magnitude of many other risks, including those coming from manmade sources such as illicit traffic, looting, and forced migration or abandonment.

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 outcomes include institutional strength and organization, available expertise, and resources. Thus, an effective strategy for risk management needs to encompass all hazards to the 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 the past, ICCROM has worked with partners at the international, regional, and national levels to develop and disseminate risk management tools for cultural heritage, and has recently developed a long-term, multi-partner programme in this area. ICCROM will also continue and reinforce, within its existing training courses, links to international conventions and normative instruments (such as the 1970 UNESCO Convention on the Means of Prohibiting Preventing the Illicit Import,

Export and Transfer of Ownership of Cultural Property and the 1995 UNIDROIT 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 and progress in meeting those goals

The following are the long-term goals that were proposed for this programme area in 2012 along with the expected progress made through 2015:

- The development and implementation of a long-term programme on disaster risk management:

The programme “Culture for Resilient Communities” was designed in 2013 and finalized in early 2014. Funding is currently being sought for activities, while activities already funded are being implemented.

#### **The consolidation phase of the programme will begin in 2016-2017, and the programme should run for another two biennia.**

- The implementation of nine courses in the areas of disaster risk, first aid in times of conflict, and preventive conservation, training approximately 180 participants:

A total of seven courses will have been implemented through the end of 2015. The number of participants trained through the end of 2015 will be 109. In addition, ICCROM has been involved in the planning and/or implementation of regional activities on disaster risk.

#### **In 2016-2017, ICCROM would need a minimum of two additional courses, training at least 71 participants to meet this goal. It is expected to carry out at least three to five additional courses, training a sufficient number of participants to reach this goal.**

- The strengthening of the network of professionals and institutions in the areas of risk and disaster risk management for heritage conservation:

This is visible through the regional and national follow-up activities initiated by former participants and partner institutions in all of the courses implemented. For example, a number of Re-Org activities have been supported by ICCROM (three in 2014-2015). National initiatives of FAC have taken place in Egypt in 2012 and 2013 and Lebanon in 2012, and regional activities will take place in Egypt and Moldova in 2016.

**ICCROM will continue to strengthen networks in 2016-2017 through participation in appropriate regional and international events, and in cooperation with former participants and institutions in Member States.**

- The strengthening of partnerships between complementary organizations:

Partnership for the long-term programme includes UNESCO, Ritsumeikan University, ICOM, the Smithsonian Institute, and INTERSOS for specific activities. ICCROM also partnered with UNESCO, ICOMOS-ICORP, and UNISDR to hold a special session at the Global Platform meeting in Geneva in 2013 on the topic of Heritage and Resilience to strengthen ties with non-heritage organizations. A special session for the WCDRR in Sendai, Japan, was held in 2015.

**For 2016-2017, the long-term programme will help to consolidate partnerships, and other activities within the larger DRM field will be pursued.**

- The development and refinement of teaching materials in the areas of disaster risk, first aid in times of conflict, and preventive conservation:

A large number of teaching and resource tools have already been developed through FAC, Re-Org, and Ritsumeikan activities. These take form of both published and online materials.

**Materials will continue to be developed as appropriate during the 2016-2017 biennium, in particular in regard to reducing risks to cultural heritage and Re-Org.**

### Results-Oriented Target Indicators for 2016-2017

During the 2016 - 2017 biennium, it is expected that the following results will be obtained within the *Developing and Promoting Disaster and Risk Management* programme:

- 4 courses will be implemented
- 10-14 weeks of course activity will be implemented
- 70-80 professionals will be trained
- 1-2 fellows and visiting researchers will be hosted at ICCROM
- 1-2 interns will be hosted at ICCROM
- 1-3 other activities and projects will take place within this programme area (Re-Org, national seminars, etc.)

### B1.1 Training in Disaster and Risk Management

#### *CORE COURSE: International Course on First Aid to Cultural Heritage in Times of Crisis*

Based on the 2015 edition of the course held in the Netherlands, two courses are expected to be held during the biennium if funding is confirmed (in Washington and Rome), and will be organized in partnership with the Smithsonian Institution and other relevant institutions specialized in emergency preparedness and response for cultural heritage, disaster risk reduction, conflict resolution, and humanitarian aid. Subject to the availability of funding these courses will include e-learning components.

The course approach, content and methodology will be based on ICCROM and partner experiences in risk management and emergency response. The topics covered in the course will enhance participant skills for assessing and responding during complex emergency situations. The training is multidisciplinary and has inputs from other emergency actors such as military and humanitarians. Simulated emergency events, role-plays and group discussions will help in developing leadership skills. The training will encourage participants to play a key role in developing initiatives for disaster risk

management of cultural heritage in their respective countries.

Key learning areas will include:

- understanding values associated with cultural heritage and the impact that crisis has on them
- assessing and managing risks to cultural heritage in crisis situations
- securing, salvaging and stabilizing a variety of cultural materials
- taking preventive actions to reduce disaster risk and improve response
- identifying relevant legal instruments applicable to disaster risk management of cultural heritage nationally
- communicating successfully with various actors involved, and teamwork.

Post-training, a limited number of seed grants will be offered to use knowledge obtained from this course to strengthen capacities for disaster risk management of cultural heritage at regional levels.

### ***Regional/National Courses on First Aid to Cultural Heritage in Times of Crisis***

With the financial support of the Prince Claus Fund, three to five national workshops will be held in the risk-prone regions of the world. These initiatives will be led by the participants of the core courses and will seek strengthen national capacities for risk reduction and disaster response for cultural heritage. A regional course will also take place in the Arab States region in collaboration with the ATHAR programme.

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

This two-week course is funded by the Ritsumeikan University Research Centre for Disaster Mitigation of Urban Cultural Heritage (Rits DMUCH) in Kyoto, Japan, and implemented by them 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 professionals from the cultural heritage field as well as from the disaster risk management field in order to encourage integration of heritage concerns into the larger planning framework for disaster risk management.

### ***Preventive Conservation – Reducing Risks to Cultural Heritage***

This ICCROM initiative uses the risk management approach to assist heritage institutions in making better decisions for preventive conservation. 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 the long-term and in a sustainable way, to reducing damage to cultural heritage. Between 2005 and 2012, ICCROM in collaboration with the Canadian Conservation Institute and the Netherlands Heritage Agency developed a risk management methodology which allows users to consider all expected loss and damage to cultural heritage, not only those due to rare and catastrophic events (fire, flood), but also those resulting from more frequent events (theft, mishandling), or from continual deterioration processes (incorrect relative humidity or lighting). During the course, participants practice each stage on a real case-study, from risk assessment to the development and evaluation of options for risk mitigation.

A partnership with the Chinese State Administration for Cultural Heritage (2014-2018) will allow ICCROM to offer the 10th international course on this topic. It will take place in China in 2016. The implementation costs are entirely covered by SACH while ICCROM provides the content, the pedagogy and the scientific coordination of the event.

### *Preventive Conservation - Re-Org Projects for Collections Documentation and Storage*

The target of this ICCROM project is collections in museum storage. While the number of collections and museums are growing exponentially, a recent survey undertaken by ICCROM indicated that world-wide, 60% of collections are at risk because of overcrowding and poor storage conditions. In this situation, museums cannot ensure the protection of their assets, nor use them for research or education. Furthermore, in case of emergency, no sound response can be implemented. In order to assist the smaller museums worldwide to address this situation, ICCROM and UNESCO developed Re-Org, a step-by-step methodology, accessible online ([www.re-org.info](http://www.re-org.info)). Since 2014, based on Member States requests, and subject to securing funding on a case-by-case basis, ICCROM has established partnerships with other institutions to implement national or regional Re-Org projects. Each project involves six to ten museums and an average of 20 participants at a time. It combines practical reorganization of museum storage and training of future trainers/advisers. Each project spans 6–8 months with a distance-learning component. The aim is that each participant applies the Re-Org methodology in his/her own museum context.

In 2016-2017, a minimum of two projects should be undertaken. Location and time will be decided with counterparts in the requesting Member State.

## **B1.2 Research**

### *Collection and Review of Existing Knowledge and Information relevant to Disaster Risk Management*

Within the multi-partner programme "Culture for Resilient Communities", the aim of this activity is to create an organized body of knowledge of existing resources, including information on traditional knowledge and practices. This will allow for the identification

of information gaps and definition of research priorities. It is proposed is to carry out this research through the allocation of paid fellowships. An estimated €12 500 must be raised to ensure this component of the programme.

### *Fellowships on Risk Management*

Fellowships in Risk Management will depend on individual applications. Topics will be encouraged on areas of research interest to the programme including community based disaster risk management of cultural heritage and integrating cultural heritage protection with humanitarian responses.

## **B1.3 Communication**

### *Multilingual Glossary for Disaster Risk Management of Cultural Heritage*

A multilingual, common-term glossary for disaster risk management for cultural heritage will be developed within the programme "Culture for Resilient Communities", in order to facilitate the integration of cultural heritage within the mainstream strategies for disaster risk management. This project will be lead by a partner institution with contributions of staff time by ICCROM and will involve research and reviews on various terminologies. The product should be finalized by 2018.

### *Creation of a Web Portal on Disaster Risk Management*

This project is based on the assumption that there is a large amount of information and resources which exist already in this area, but is not easily accessible. Furthermore, the "Culture for Resilient Communities" programme will produce useful resources, both written and visual, which could be made accessible to the wider heritage community. A web portal will be designed which will offer guidance and access to this range of resources. This project will be lead by a partner institution with contributions of staff time by ICCROM.

DEVELOPING AND PROMOTING DISASTER AND RISK MANAGEMENT (INCLUDING PREVENTIVE CONSERVATION)	ICCROM Regular Budget	Extra-Budget	ICCROM Staff	Extra-Budget Staff
TRAINING				
<b>CORE COURSE: International Course on First Aid to Cultural Heritage in Times of Crisis (2 courses)</b> (Partial funding for this course will come from the Smithsonian Institution and other partners)	80 000	40 000	136 026	
<b>Regional/National Courses on First Aid to Cultural Heritage in Times of Crisis</b> (Partial funding for this course will come from the Prince Claus Foundation and other partners but will not pass through ICCROM)	20 522		23 651	
<b>International Course on Disaster Risk Management of Cultural Heritage</b> (The cost for the implementation of this course is covered directly by Ritsumeikan University and do not pass through ICCROM)			12 361	5 992
<b>Preventive Conservation – Reducing Risks to Cultural Heritage</b> (The cost for the implementation of this course is covered directly by SACH (China) and do not pass through ICCROM)			72 889	
<b>Preventive Conservation – Re-Org Projects for Collections in Storage</b> (These projects will be carried out on an as-requested basis. Some projects will receive seed money from ICCROM but most costs will be borne by the hosting institution)	30 000		65 886	
DEVELOPING AND PROMOTING DISASTER AND RISK MANAGEMENT (INCLUDING PREVENTIVE CONSERVATION)	ICCROM Regular Budget	Extra-Budget	ICCROM Staff	Extra-Budget Staff
RESEARCH				
<b>Collection and Review of Existing Knowledge and Information Relevant to Disaster Risk Management</b> (Funding for this activity will be from partner institutions and will not pass through ICCROM)			10 445	7 490
Fellowships (Fellowships are self-funded, therefore no budget is allocated)				
COMMUNICATION				
<b>Multilingual Glossary for Disaster Risk Management for Cultural Heritage</b> (Funding for this activity will be from partner institutions and will not pass through ICCROM)			10 539	7 490
<b>Creation of a Web Portal on Disaster Risk Management</b> (Funding for this activity will be from partner institutions and will not pass through ICCROM)			10 570	7 490
TOTAL	130 522	40 000	342 367	28 462

## B2 Integrating Material Science and Technology with Conservation

### Long-Term Goals: 2012–2017 and progress in meeting those goals

The following are the long-term goals for this programme area in 2012 along with the expected progress made through 2015:

- The implementation of up to 18 courses in the areas of conservation science and materials conservation, training approximately 360 professionals:

A total of 12 courses will have been implemented through the end of 2015. The number of participants trained through the end of 2015 will be 190.

**In 2016-2017 biennium ICCROM would need a minimum of six additional courses, training at least 170 participants to meet this goal. It is expected to carry out at least six additional courses, training 94 participants (approximately 75% of the stated goal).**

- Strengthening the worldwide dialogue between conservation scientists, conservators, and other stakeholders regarding the role of science and technology in the protection of cultural heritage:

All courses, seminars and workshops as well as the ICCROM Forum on Science and Conservation had a strong impact on strengthening dialogue. The Forum alone touched 1 800 people through live streaming, 78 988 people over Twitter, and additional audience of young professionals through 30 bloggers from 18 countries.

**In 2016-2017 further dialogue will be carried out through the follow-up to the Forum and implementation of regular courses.**

- The dissemination of the latest advances in conservation science to ICCROM's network of professionals:

Dissemination of the latest advances in conservation science takes place primarily through the implementation of ICCROM courses. The surveys and other materials developed for the Forum on Conservation Science, including website links, have also contributed to this goal.

**In 2016-2017 dissemination will continue through implementation of regular courses.**

- Strengthening partnerships between conservation laboratories and complementary organizations in particular with the Istituto Superiore per la Conservazione ed il Restauro (ISCR):

Over 30 national and international research or conservation institutions partnered with ICCROM for the implementation of one or more activities under this programme including ISCR.

**In 2016-2017 these partnerships will continue to be built up and strengthened through Forum follow-up, implementation of courses, and ongoing cooperation with scientific institutions.**

- The development and refinement of teaching materials in the areas of conservation science and materials conservation:

From 2012 to 2015, ICCROM and its partners will have produced and made accessible on its website course bibliographies and outlines, course historical reviews, case studies, literature reviews and other resources related to a number of its courses in the area.

**Efforts to offer teaching and learning materials from our courses to a wider audience will continue in 2016-2017.**

#### Results-Oriented Target Indicators for 2016–2017

During the 2016-2017 biennium, it is expected that the following results will be obtained within *Integrating Material Science and Technology with Conservation* programme:

- 6 courses will be implemented
- 25–30 weeks of course activity will be implemented
- 85–95 professionals will be trained
- 30-50 resource persons will be engaged in training activities
- 1–2 fellows and visiting researchers will be hosted at ICCROM
- 1–2 interns will be hosted at ICCROM

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

#### *CORE COURSE: Communication and Teaching Skills in Conservation and Science – International Summer School*

The third Communication and Teaching Skills in Conservation and Science International Summer School will be organized in 2017 in Rome, building on the results of the previous courses organized in 2013 and 2015. The course is based on the notion that successful interdisciplinary collaboration is essential for meaningful conservation actions. A shared understanding of core principles of the diverse fields involved is the foundation on which such collaboration is built. At the same time, conservation education programmes and professional development activities are under pressure to teach more in less time.

This summer school will offer conceptual and practical tools for designing and implementing educational and training activities, focusing on exploring in particular innovative and effective modalities of learning and teaching core concepts of conservation and science, by working on issues identified by the participants and the course team.

As a part of the preparatory and follow-up actions for this activity, special attention and resources will be assigned to developing web-

based didactic materials widely accessible to teaching community at large.

#### *International Course on Stone Conservation*

This course will be the 20<sup>th</sup> since it was started in Venice in 1976. 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 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 covers 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. Participants also take part in hands-on site work in partnership with the Non-Catholic Cemetery in Rome.

The course in 2015 marked the conclusion of a cycle of partnership with the Getty Conservation Institute, which had included both shared responsibility for the content and implementation, as well as coverage of 50% of the course budget by each partner. There will be a need to review the curriculum in 2016 to ensure that the course can be implemented with the funding provided within the regular budget.

#### *International Course on Wood Conservation Technology*

This six-week course is funded by the Directorate of Cultural Heritage in Norway, and is implemented by them in Oslo, Norway in partnership with ICCROM. 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 study tour to selected wooden heritage sites in Norway.

### *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 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 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. These courses are funded by the National Research Institute for Cultural Properties.

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

Sounds and images comprise a major portion of the world's memory and information encompassing diverse cultures, languages, governing systems, and creative expressions.

Yet most of world's twentieth century audiovisual heritage is at risk of being lost. With the current transition from analogue to digital formats, cultural institutions worldwide are facing serious difficulties due to a lack of knowledge, skills, and resources. Many sound and image collections are held in institutions that do not specialize in this area and therefore, lack the competencies or the necessary support to manage and preserve such collections. As a response, ICCROM has introduced an international programme, SOIMA (Sound and Image Collections Conservation), to emphasize conservation training for mid-career professionals in charge of conservation and archiving of sound and image collections in cultural institutions. Activities include creation of instructional and reference materials, training of professional staff, and encouraging collaboration between professionals in different countries. The focus is on audiovisual collections residing in institutions that primarily care for non-audiovisual materials (libraries, museums, archives, cultural centers, etc.).

Geared to meet the challenge of a fast disappearing sound and image heritage, the SOIMA 2017 international course will place emphasis on mixed sound and image collections housed in diverse cultural institutions. The learning activities will ensure that at the end of the training, the participants are able to: recognize materials and media in their respective sound and image collections; identify the risks to such collections; make informed choices for preservation and access within given means; communicate effectively across disciplines the value of, and risks to, sound and image heritage, and advocate for its preservation and wider access. One of the main modules of the training will focus on developing sustainable preservation and access models that encourage public-private partnerships as well as foster closer ties with information technology industries. To inform decision-making, possibilities offered by digitization will be examined within the context of use and management of cultural heritage collections.

## B2.2 Research on Scientific and Technological Issues

### *Building an Impactful Future for Science in Conservation: Follow-up to the 2013 ICCROM Forum on Conservation Science*

In its findings, the 2013 ICCROM Forum on Conservation Science highlighted the responsibility of the conservation sector to contribute to global sustainability issues, and the need to promote societal benefit as a core value within conservation science. Furthermore, throughout the Forum, the importance of strategy development and the need to provide evidence of the contribution made by conservation science to society came to the fore. Building upon these themes, during 2016-2017 ICCROM will pursue two interrelated strategies centred on strengthening the capacity of conservation science to deliver value, demonstrating its impacts. This requires an estimation of the current capacity of conservation science sector, its contribution to conservation practice and also the development and use of metrics to quantify social, economic and environmental benefits. In addition, a concerted plan is needed to align these capacities through the development and sharing of research strategies for conservation science at multiple levels.

To enhance the capacity of conservation science to deliver benefit and stay relevant to its core values, future growth in new areas is needed. In particular the Forum highlighted the importance of greater integration with other science sectors, including social and information sciences, and the inclusion of users and society at large through the promotion of interdisciplinary and participative science. In order to achieve these goals, ICCROM will undertake the following activities:

- development of a feasibility study regarding indicators for conservation science to measure needs, capacity and benefits to be initiated in 2015;
- development of a guidance framework to support strategy development in cooperation with interested partners;
- development of a feasibility study for a future flagship multi-partner programme regarding conservation science and sustainable societies.

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

Fellowships in Material Science and Technology for Conservation will depend on individual applications. Topics will be encouraged on areas of research interest to the programme including communication of conservation science to broader audiences, material science related to conservation of stone and wood, use/reuse of digital sounds and images (including videos) in creative industries, challenges and opportunities linked to digitizing sound and image heritage, and development of indicators for conservation science.

### *Laboratory Projects and Technical Advice*

The ICCROM Laboratory has long been an important didactic resource for the courses that take place in Rome, and will continue to be used in this manner. Pending the presence of adequate staffing, ICCROM will also use the laboratory to handle requests for technical advice from Member States.

INTEGRATING SCIENCE AND TECHNOLOGY WITH CONSERVATION	ICCROM Regular Budget	Extra- Budget	ICCROM Staff	Extra- Budget Staff
TRAINING				
<b>CORE COURSE: Communication and Teaching Skills in Conservation and Science – International Summer School</b>	40 000		80270	
<b>International Course on Stone Conservation</b> (The Getty Conservation Institute will be re-evaluating its partnership in the course following the implementation of the 2015 edition. If necessary, alternative partners will be found for the course, or the course will be redesigned in order to keep it within the funding available)	73 000	82 000	106 224	14 787
<b>International Course on Wood Conservation Technology</b> (The cost for the implementation of this course is covered directly by the Norwegian Directorate of Cultural Heritage and does not pass through ICCROM)	10 000		18 376	1 174
<b>International Course on Japanese Paper Conservation (2 courses)</b> (The cost for the implementation of this course is covered directly by the Tokyo National Research Institute and do not pass through ICCROM)			22 963	
<b>International Course on Conservation of Sound and Image Collections</b> (Fundraising will need to be carried out for the implementation of this activity)	43 000	57 000	57 429	
RESEARCH				
<b>Building an Impactful Future for Science in Conservation: Follow-up to the 2013 ICCROM Forum on Conservation Science</b> (ICCROM will provide seed funding. Fundraising will need to be carried out for the full implementation of this activity)	20 000		179 814	
<b>Fellowships</b> (Fellowships are self-funded, therefore no budget is allocated)				
<b>Laboratory Projects / Technological Advice</b> (Funds within the ICCROM Regular Budget are for maintenance costs in the laboratory. Laboratory technical advice will need to be funded on a case by case basis by those requesting the work to be done)	12 000		15 185	
TOTAL	198 000	139 000	480 261	15 961

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

### Long-Term Goals: 2012–2017 and progress in meeting those goals

The following are the long-term goals that were proposed for this programme area in 2012 along with the expected progress made through 2015:

- The implementation of 10 courses in the areas of built heritage and World Heritage conservation, training approximately 200 participants:

A total of eight courses will have been implemented through the end of 2015. The number of participants trained through the end of 2015 will be 138.

**ICCROM would need a minimum of two additional courses and 62 participants in 2016-2017 to meet this goal. It is expected to carry out at least three (and possibly more) additional courses, training enough participants to reach the goal.)**

- The ongoing monitoring and improvement in the implementation of the World Heritage Capacity Building Strategy:

ICCROM monitors the implementation of the World Heritage Capacity Building Strategy through annual reports to the World Heritage Committee. In order to implement parts of the strategy, a World Heritage Capacity Building programme in partnership with IUCN, ICOMOS, and the World Heritage Centre (with funding from the Swiss Government) has been developed and is in the process of implementation.

**In 2016-2017, monitoring of the strategy will be continued through ICCROM's regular reports to the Committee.**

- The strengthening of the network of professionals and institutions in the areas of built heritage and World Heritage conservation:

Networks of professionals have been strengthened through the implementation of all ICCROM courses in this area, and in particular the Advisory Body workshops carried out within the World Heritage Capacity Building strategy.

**In 2016-2017, the network of professionals will continue to be strengthened through ICCROM's regular courses and the activities of the World Heritage Capacity Building Strategy.**

- The strengthening of partnerships with organizations dealing with built heritage and World Heritage conservation:

Partnerships have been strengthened through all activities of the Capacity Building strategy, in particular with the network of UNESCO Category 2 Centres, within which ICCROM plays an active part. ICCROM has also created partnerships with a number of universities teaching World Heritage Management and World Heritage Studies and regularly sends staff to teach on these programmes. Of note is the growing partnership between ICCROM and IUCN on World Heritage issues.

**In 2016-2017, partnerships will continue to be strengthened through ICCROM's implementation of the World Heritage Capacity Building programme, through its active involvement in the Category 2 Centre Network as well as continued teaching on university courses.**

- The development and refinement of teaching materials, including e-learning materials, in the areas of built heritage and World Heritage conservation:

Through 2015, a number of resource materials have been developed including a new resource manual on Managing Cultural Heritage, a translation of all four volumes of the World Heritage resource

manuals into French and Spanish, and the translation of other resources such as the ICOMOS Heritage Impact Assessment

guidance and the IUCN Environmental Impact Assessment guidance. Work is also continuing on the development of a series of PowerPoint presentations to be used as teaching and self-learning materials.

A module on management of cultural and natural heritage has also been developed and will be implemented as a course if funding is found.

**In 2016-2017, it is expected that translations will continue to be made and the PowerPoint series will continue to be developed.**

- A better understanding of the relationship between the implementation of the World Heritage Convention and the conservation of cultural heritage more generally:

This goal is achieved primarily through the implementation of the Conservation of the Built Heritage Course.

**In 2016-2017, lessons will continue to be disseminated through the CBH course and in other venues.**

#### Results-Oriented Target Indicators for 2016-2017

During the 2016-2017 biennium, it is expected that the following results will be obtained within the *Improving Conservation and Management Practices through the World Heritage Convention* programme:

- 3-4 courses or other training activities will be implemented
- 10-14 weeks of course activity will be implemented
- 60-80 professionals will be trained
- 1-2 fellows and visiting researchers will be hosted at ICCROM
- 1-2 interns will be hosted at ICCROM

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

#### *CORE COURSE: 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. Using tools and experiences derived from the World Heritage system as well as other innovative practices, 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 consists of an overview of the current definitions of heritage in different contexts, and the evolution of different concepts and key approaches currently used in built heritage conservation. The second part of the course focuses on planning and management issues, and the third part on technical issues including documentation, condition assessments, and treatments, plus interpretation and public access. The final week of the course will be a special one-week seminar looking at management practices at living heritage sites (see also section B4.1) The results of this special seminar will be used in the development of the International Course on People-Centred Approaches: Engaging Communities in Conservation.

#### *International Course on the Management of Cultural and Natural World Heritage Properties*

In order to create a better link between cultural and natural heritage approaches to conservation, a course has been developed to look at various aspects of management systems for these two types of sites. A first test workshop was held in 2014 as part of the Conservation of the Built Heritage course. The

course will focus on the development of management plans with a special focus on management effectiveness. This activity is foreseen as part of the World Heritage Capacity Building Programme. It will only be implemented if extra-budgetary funding can be secured.

### *Management and Monitoring of World Heritage Properties*

It is expected that one course on management and monitoring of World Heritage properties will take place within the framework of the MoU with China (SACH). This will be based on a similar international course that ICCROM carried out with SACH in 2011 in Suzhou, China.

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

In the past 12 years, a number of countries have created UNESCO Category II Centres (C2C) to enhance cooperation and capacity building for the implementation of the World Heritage Convention. To date, there are now nine of these centres. ICCROM already has formal relationships with many of these centres. In the 2016-2017 biennium, it is expected that ICCROM will strengthen its collaboration with these existing centres. In particular, ICCROM will carry out the following:

- one course in collaboration with WHITR-AP in China;
- implementation of other courses with C2Cs on request;
- continued involvement in the C2C network;
- continued advice and service on advisory or governing boards of UNESCO C2Cs.

Implementation of these activities will depend on the partner C2Cs securing the necessary funding.

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

### *Development of Guidance Materials on Key Aspects of the World Heritage Convention and Conservation*

As part of the World Heritage Capacity Building Programme, ICCROM will continue its work on translations of key guidance materials related to the World Heritage Convention. Resource materials related to World Heritage will also be developed in the form of a PowerPoint series on key World Heritage topics.

### *Fellowships on World Heritage*

Fellowships in World Heritage will depend on individual applications. Topics will be encouraged on areas of research interest for the World Heritage Capacity Building Strategy including the relationship between management of cultural and natural heritage, and the relationship between the World Heritage Convention and other international normative instruments.

## **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 plays 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-Budget	ICCROM Staff	Extra-Budget Staff
<b>TRAINING</b>				
<b>CORE COURSE: International Course on the Conservation of Built Heritage Course</b>  (The extra-budgetary funds for a closing module within this course have come from the World Heritage Fund in past years. As the module scheduled for this course is on living heritage, this extra-budgetary amount can be found in section B4 below)	69 000		126 353	20 074
<b>International Course on the Management of Cultural and Natural World Heritage Properties</b>  (ICCROM launched World Heritage Capacity Building Programme with partners in 2012. Fundraising for these activities (and potentially others) will be carried out within the framework of this programme)	10 000	75 000	55 033	15 380
<b>Management and Monitoring of World Heritage Properties</b>  (The cost for the implementation of this course are covered directly by SACH (China) and do not pass through ICCROM)			47 171	10 562
<b>Collaboration with UNESCO Category II Regional Training Centres Related to World Heritage on the Development and Implementation of Training Activities</b>  (Cost for activities will be borne directly by the Category II Centres)		10 000	23 222	2 347
<b>RESEARCH</b>				
Development of Guidance Materials on Key Aspects of the World Heritage Convention and Conservation  (ICCROM launched World Heritage Capacity Building Programme with partners in 2012. Fundraising for these activities (and potentially others) will be carried out within the framework of this programme)		11 000	16 131	16 153
Fellowships  (Fellowships are self-funded, therefore no budget is allocated)				
<b>COMMUNICATION</b>				
ICCROM Role as an Advisory Body  (The budget to cover ICCROM's costs in its role as an Advisory Body to the World Heritage Committee for the 2016 – 2017 biennium were approved by the World Heritage Committee in June 2015)		157 000	184 103	36 462
<b>TOTAL</b>				
	79 000	253 000	452 013	100 978

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

### Long-Term Goals: 2012–2017 and progress in meeting those goals

The following are the long-term goals that were proposed for this programme area in 2012 along with the expected progress made through 2015:

- The implementation of two courses in the areas of conservation of living heritage, training approximately 40 participants:  
  
There have been no courses on Living Heritage in the period 2012–2015, as efforts to attract donors and partners have not yet been successful.  
  
**It is foreseen that one full course will be carried out in the 2016-2017 biennium. As a strategy to adapt to the difficult funding situation, ICCROM will select the theme of Living Heritage for the one-week final workshop as part of the CBH course in 2016 to meet the goal of a second training activity. This will allow for a testing of the curriculum developed.**
- Strengthening understanding of the living heritage concept and the development of new tools for its promotion and practice:  
  
The curriculum development activities for this programme area have added to the knowledge of living heritage. The Forum on Built Heritage that took place as part of the Korean CHA partnership with ICCROM also added to our knowledge in this area.  
  
**ICCROM will continue to develop and refine the concepts behind the living heritage approach and place information on the website of ICCROM that will help to build and disseminate knowledge of this new area of heritage conservation.**

- Strengthening partnerships between organizations interested in the living heritage approach:  
  
Discussions have been carried out with the World Heritage Centre to determine if there is possibility to develop joint activities in this area. The curriculum development meeting, held in 2013, also brought a number of possible partners with an interest in this area to ICCROM to discuss the issue. The Forum in Korea also strengthened partnerships in the Asia region on the theme of Living Heritage.

**In 2016-2017, partners will continue to be built to strengthen the Living Heritage approach.**

- The development and refinement of teaching materials in the areas of conservation the living heritage:  
  
A curriculum development meeting was held in 2013 and work has been ongoing to collect materials. This material will be placed on the ICCROM website as appropriate.  
  
**In 2016-2017, materials will continue to be developed and disseminated through the ICCROM website.**

### Results-Oriented Target Indicators for 2016–2017

During the 2016-2017 biennium, it is expected that the following results will be obtained within the *Promoting People-Centred Approaches to Conservation: Living Heritage* programme:

- 1 course and 1 workshop will be implemented
- 3-4 weeks of course activity will be implemented
- 20–45 professionals will be trained
- 10-12 resource persons will be engaged in training activities
- 1–2 fellows and visiting researchers will be hosted at ICCROM
- 1–2 interns will be hosted at ICCROM

## B4.1 Training for the Living Heritage Approach

### *CORE COURSE: International Course on People-Centred Approaches: Engaging Communities in Conservation*

The course is designed for three weeks and will focus primarily on conservation practitioners, providing them with necessary knowledge and tools to work more effectively with communities, networks, and institutional decision-makers. The course will enhance understanding of the importance of engaging communities and appropriate mechanisms in the heritage management process for accomplishing this goal. The course will also aid practitioners in making the necessary arguments to policy makers to facilitate changes to existing policy frameworks and management systems for effective engagement of communities. Week one will be devoted to discussing the paradigm shifts in the way heritage is currently perceived and managed; focusing on the importance of engaging communities and discussing their responsibilities towards the heritage and the benefits they can derive from it. The meaning of "community" will be explored, as will issues of continuity and change. Traditional and established management systems will be analyzed along with new and innovative approaches which involve communities. Week two will be devoted to discussing existing policies, legislation, and institutional frameworks that can influence the policy makers to forge necessary changes. The need to strengthen the ability of communities to engage in the conservation process and available tools such as the living heritage approach will also be discussed during this week. The third week will be devoted to discussing some of the available tools that can be

used to promote people centred approaches to conservation. These include appropriate tools for sustainable development, tourism, community museums etc.

### *International Workshop on People-Centred Approaches*

This workshop consists of the final module of the Conservation of Built Heritage Course (see B3.1). The theme for this workshop will be on the living heritage approach as developed by ICCROM. Funding for this activity will come in part from ICCROM's request to the World Heritage Fund.

## B4.2 Research for the Living Heritage Approach

### *Fellowships on the Living Heritage Approach*

Fellowships in living heritage will depend on individual applications. Topics will be encouraged on areas of research interest for the living heritage approach including traditional management systems, heritage and tourism, community management of heritage, and heritage and sustainable development.

## B4.3 Communication and People-Centred Approaches to Conservation

### *Development of Web Based Materials on People Centred Approaches*

This activity will continue in the 2016-2017 biennium to ensure that relevant materials are available to the conservation community on the ICCROM website.

PROMOTING PEOPLE-CENTRED APPROACHES TO CONSERVATION: LIVING HERITAGE	ICCROM Regular Budget	Extra- Budget	ICCROM Staff	Extra- Budget Staff
TRAINING				
<b>CORE COURSE: International Course on People-Centered Approaches: Engaging Communities in Conservation</b>	35 000		58 872	25 217
<b>International Workshop on People-Centred Approaches</b> (The budget to cover ICCROM's costs in its role as an Advisory Body to the World Heritage Committee for the 2016 – 2017 biennium were approved by the World Heritage Committee in June 2015)		25 000	23 144	9 513
RESEARCH				
<b>Fellowships</b> (Fellowships are self-funded, therefore no budget is allocated)				
<b>Development of Web Based Materials on People Centered Approaches</b>	5 000		7 313	4 169
TOTAL	40 000	25 000	89 329	38 899

## B5 Building Regional Collaboration

### Long-Term Goals: 2012–2017 and progress in meeting those goals

The following are the long-term goals that were proposed for this programme area in 2012 along with the expected progress made through 2015:

- The implementation of activities in each of the five UNESCO regions:

Activities have taken place in the following places:

- Europe/North America: Albania, Belgium, Italy, Moldova, Norway
- Latin America and the Caribbean: Chile, Mexico
- Asia/Pacific: Cambodia, China, India, Japan, Korea, Myanmar, Viet Nam
- Arab States: Algeria, Bahrain, Jordan, Lebanon, Morocco, Oman, Qatar, Syria, Tunisia, United Araba Emirates, Yemen
- Sub-Saharan Africa: Kenya

**In 2016-2017, ICCROM will continue to develop regional activities as funds are available.**

- Implementation of 12-15 courses linked to regional initiatives, training approximately 280 participants:

A total of 15 courses will have been implemented through the end of 2015. The number of participants trained through the end of 2015 will be 258.

**The goal in regard to the number of courses has already been achieved while there will be a need to train an additional 22 participants. In 2016-2017 biennium it is expected to carry out additional courses and to reach the necessary goal for the number of 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:

(These two goals are treated together.)

Beyond the ICCROM ATHAR Centre which will be fully established by 2015 and the continuing partnership with EPA, ICCROM has also strengthened partnership with SACH China, CHA Korea, ACCU Nara Office, ALECSO, and the UNESCO Category II Centres. Through the Re-Org initiative, national and regional institutions are developing projects to address their needs (44 request have been received and 10 institutions involved in 2014–2015.)

**In 2016-2017, ICCROM will continue to work with the national and regional institutions to strengthen their ability to conserve their cultural heritage, and will continue to work with these partners to build other international and regional partnerships.**

- Strengthening the network of professionals and institutions interested in specific regions of the world:

This goal is achieved primarily through the implementation of ICCROM's regional programmes and courses, the creation of social media groups and online groups (ATHAR-Net for example), and the organization of conferences and seminars in partnership with other international and regional partners.

**In 2016-2017, ICCROM will continue to strengthen the network of professionals and institutions in specific regions of the world.**

### B5.1 ATHAR

ATHAR is a long-term programme with a focus on cultural heritage in the Arab region. The overall goal of the programme is to protect and promote the rich cultural heritage in this region and broaden access, appreciation, and understanding of its past. In pursuit of this goal, ATHAR primarily 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 has been carried out in collaboration with institutions in Member States in the region (e.g., Sharjah Department of Culture and Information, Sharjah Museums Department, University of Sharjah, American University of Sharjah, University College London in Qatar, ALECSO, and UAE Council of Tourism and Antiquities). The programme addresses three core areas: 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.

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 third phase of the programme started in the 2012, with the creation of the ATHAR Regional Centre in Sharjah, UAE. This centre was officially opened in December 2014. This regional centre, the first of its kind for ICCROM, is funded through an agreement of implementation signed with the Government of Sharjah, UAE in September 2011. The aim of the centre is to create a regional basis for sustaining the efforts made by the programme during its former two phases. The centre was endorsed by the ICCROM General Assembly at its XXVII session in November 2011 (GA27-Decision 22.1) and support was expressed again by the ICCROM General Assembly at its XXVIII session in November 2013 (GA28-Decision 17.2). The Government of Sharjah, UAE has provided premises and facilities for the Centre, and has promoted a number of activities, in particular, training courses and thematic workshops. The ATHAR programme will have the following activities in the 2016-2017 biennium.

*Foundation University Degree Course:* In partnership with the Government of Sharjah, in particular with the University of Sharjah, a new Master degree programme on Cultural Heritage Conservation and Management has commenced in September 2015. Based on former Core Regional Courses of the programme, this degree course was developed to address priority needs in the region in the subject areas. The accredited programme by the Ministry of Higher Education in the UAE (through the University of Sharjah- UoS) is the

first of its kind in the Arab Region, In pursuing novelty in teaching methods, this joint ICCROM-UoS Degree is to enable site and museums collections managers (and relevant professionals) to improve conservation management practice at sites and museums and enhance interventions and management of cultural recourses, by acquiring knowledge aimed at protecting and promoting the rich cultural heritage in the Arab region and broadening access, appreciation, and understanding of its past. This new course of study addresses the need for recognition of qualifications in the region set forth in ATHAR Programme's goals. This one-year programme consists of three modules separated by periods of assignments and home projects:

- Module One: The Essence of Cultural Heritage and its Conservation
- Module Two: Cultural Heritage Assessment
- Module Three: Cultural Heritage Management
- Final thesis project

*"Informed Conservation Series":* A series of short continuing education courses will address emerging needs and subject areas for the benefit of the Arab Region. These courses will cover subjects ranging from first aid to archaeological finds to methods and techniques of documentation and investigations in the conservation fields. These courses will be implemented in partnership with programme partners and University College London in Qatar. Two courses are envisaged each year. These were based on the success achieved with such courses implemented in the previous biennium.

*Thematic workshop/symposium/conference in priority areas for ICCROM and the Arab region:* Two thematic symposia are envisaged during this biennium, exploring current themes of special importance to the region, introducing scientific theories and best practices in conservation and bringing together regional and international renowned experts in restoration, preservation and conservation of cultural heritage. These activities address two core areas of the programme in the fields of public outreach and heritage education, as well as heritage management issues in the fields of risk preparedness, legislation, development, or

other priority areas (to be defined with partners).

*Publications and dissemination of information of interest to the region in Arabic and other languages, as appropriate:* The ATHAR Centre will continue its work to address the gaps related to availability of literature and resources in Arabic language. It will continue its ATHAR Series: Selected Readings from ICCROM-ATHAR with contributions and papers resulting from the Centre's activities including lectures, research projects, educational kits and training manuals for professionals and school teachers, as well as translation of key material into Arabic. Two publications are envisaged during this biennium: one is a continuation of the ATHAR Series in the form of a compendium, and the other is translation of key material for professionals and the public. In addition, the semi-annual ATHAR newsletter will continue to form part of the Centre's activities as well as hosting one to two key exhibitions (with relevant catalogues) aimed at broadening access to knowledge related to the Arab Regions' cultural heritage.

*Site projects in selected countries in the region:* The programme through its Centre in Sharjah will continue to support national projects that are exemplary for the region's benefit if resources to these projects (including human resources) are secured by national entities. In this biennium a project to complete curricula for Yemeni universities will be completed, and other projects will be subject to requests by Member States.

*Ongoing partnership with ALECSO and ARC-WH:* As decided by the 28th General Assembly (GA28-Decision 17.2), continuation of partnerships with both ALECSO and ARC-WH will reinforce the implementation of activities of common interest, in the areas of capacity building and dissemination of course outcomes and proceedings. Activities agreed within the framework of ALECSO's Culture Sector and the Protection of Cultural Heritage programme, within ARC-WH's activities in the field of World Heritage in the Arab States, aim to strengthen capacities of official heritage institutions in the Arab region as well as promote cultural heritage on a sustainable basis. These activities further facilitate the ATHAR Programme's implementation of training courses in the field of Conservation and Preservation of Cultural Heritage in the

Arab Region. Among other activities of common interest, the Centre will host a GIS laboratory (with the support of ALECSO) aimed at monitoring the conditions of and conservation projects at selected heritage places in Arab countries, which are interested in this area. This platform supported by national focal points will enable access to knowledge and information for researchers and professionals as well as help in devising necessary actions and regional cooperation. Other activities will include collaboration in training, publications and exhibitions of activities that are in line with the biennial programme of ATHAR and with ICCROM's priority areas to be transferred to the region

## B5.2 LATAM

LATAM is a 12-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 inter-sectorial collaboration, develops mechanisms for professional mobility, and increases capacities in the region, linking them with developments worldwide.

Themes addressed within LATAM programme include risk management, conservation education, illicit traffic, measurement of performance, publications and information dissemination, community engagement, and specific areas of interest such as application of Japanese paper conservation approaches, stone conservation and sound and image collections in Latin America and the Caribbean.

In the 2016-2017 Biennium ICCROM will allocate seed money to the programme to ensure information sharing through the Boletín LATAM and other channels, and to carry out an evaluation of LATAM successes and limitations in order to identify concrete ways for further regional actions. At the same time, ICCROM will continue to explore opportunities with partner organizations, to implement activities of interest for the region.

### B5.3 MOSAIKON

The MOSAIKON programme is a partnership of ICCROM, the Getty Conservation Institute (GCI), the Getty Foundation, and the International Committee for the Conservation of Mosaics (ICCM). The aim of the program is to improve capacity in the southern and eastern Mediterranean region for 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, as well as those involved in the management of archaeological sites and museums with mosaics. In parallel, it will also work with national and international bodies to provide a more favourable legislative, regulatory, and economic environment for the conservation of mosaics in the Mediterranean.

In 2016–2017, ICCROM will finalize the publication of an Arabic translation of selected readings in conservation of mosaics, a joint initiative of ICCROM and the Getty Foundation. Other activities for the biennium will be developed based on the needs identified by the partners.

### B5.4 Collaboration with Regional Institutions in Asia

#### *CHA-ICCROM Programme for Asia*

CHA-ICCROM Fund Programme is a five-year programme (2013–2017) established with the generous contribution of the Korean government. The programme addresses the development and sharing of culturally, environmentally and economically sustainable approaches, materials, and techniques in conservation. The actions are built on regional strengths in Asia, encouraging regional and inter-regional collaboration and exchange. The programme includes two main lines of action; one dedicated to education and training and the other to “think-tank” meetings and publications.

*CollAsia:* The educations and training activities are organized for professionals from Asia working on movable heritage. These

activities build on the success of the CollAsia 2010 programme carried out in the Southeast Asia region. The results of these training activities are reinforced with concrete follow-up actions that will include research and related professional mobility in the form of internships, staff exchange, and field research missions. Two activities were carried out in the 2014–2015 biennium and two are foreseen for 2016–2017.

*Thematic Expert Meetings:* The second line of action consists of two thematic expert meetings to be organized during the biennium. Following on the successful implementation of two meetings in 2014–2015, these meetings will address theoretical and strategic issues of relevance to conservation policies and practice in Asia. Based on ICCROM’s activities and experience in this area, the aim of these expert meetings is to bring together current thinking in the region, paying special attention to widespread dissemination of the results of the events in the region and beyond.

#### *Collaboration with ACCU Nara Office*

ICCROM will continue to organize the courses with the Asia-Pacific Cultural Centre for UNESCO (ACCU) Nara Office in Japan on an alternating annual basis. The courses are aimed at building capacity and enhancing cooperation amongst professionals of the Asia-Pacific region.

*Training 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.

*Training 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.

#### *Collaboration with SACH*

ICCROM signed an MoU with the State Administration for Cultural Heritage (China) to

carry out a number of courses and other activities in China. The courses, *Preventive Conservation – Reducing Risks to Cultural Heritage* and *Management and Monitoring of World Heritage Properties* are international in scope and integrated into the ICCROM's international programme offerings. Information on them can be found above in sections B1 and B3 above.

#### B5.5 Collaboration with Regional Institutions in Africa

As a follow-up to 25 years (1985-2010) of intense activity in Sub-Saharan Africa, ICCROM action in the region has been through collaboration with the regional institutions EPA (Ecole du Patrimoine Africain) and CHDA (Centre for Heritage Development in Africa) as well as the African World Heritage Fund. Through a contribution of the French Ministry of Culture, ICCROM coordinates the EPA Endowment Fund, and advises EPA on its communication and funding strategies.

CHDA created in Kenya interrupted its activities at the end of 2014. In September 2015, ICCROM was officially informed by the National Museums of Kenya (NMK) which chairs the CHDA Board that it was working on revamping the institution. At the same time, EPA, located in Benin and dedicated to training professionals in francophone Africa has also encountered difficulties in developing and implementing programmes in the region, despite progresses made in strengthening regional collaboration with African institutions. EPA's newly-acquired, pan-African recognition as well as the development of new strategic directions will no doubt create a new momentum for EPA.

On the development of its own strategy on the African continent, ICCROM will engage into a consultation process in and outside Africa to

evaluate the impact of its past programmes and activities in the region, assess current needs and explore what role ICCROM could play in the future for the conservation and management of Cultural heritage in Africa. ICCROM wishes to build strong partnerships with its Members States and partner institutions with a view to develop a full-fledged African strategy, complementing and integrating other strategies already in place. Achieving these goals will require a renewed commitment from ICCROM Member States and additional contributions to implement supplementary programmes in the region.

#### B5.6 Collaboration with Regional Organizations in Europe

Since 2001, ICCROM and the European Confederation of Conservator-Restorers' Organization (E.C.C.O.) have collaborated regularly for the promotion of conservation-restoration in Europe. In particular, we have worked together to call attention to the necessity to reinforce the recognition of this discipline within European institutions, to create a common framework for the professional qualification of conservator-restorers, and to better integrate conservation-restoration in the overall processes of safeguarding of the cultural heritage.

ICCROM and E.C.C.O. have decided to join efforts to create better awareness within European institutions of the need to create and adopt European policies concerning the role of conservation-restoration in the safeguard of cultural heritage.

A collaboration agreement was signed on 26 March 2015 for a three-year period. The two organizations will assure that the results of the project will be disseminated, discussed and reviewed beyond the European context.

REGIONAL COOPERATION	ICCROM Regular Budget	Extra-Budget	ICCROM Staff	Extra-Budget Staff
<p><b>ATHAR</b></p> <p>(The majority of funding for the ATHAR programme comes from the Emirate of Sharjah UAE. ALECSO, UNESCO, ARC-WH, and the Government of Malta have also contributed to individual projects in the past)</p>		530 000	23 407	403 832
<p><b>LATAM</b></p> <p>(Funding for LATAM activities has come in the past from the governments of Spain, Mexico, and Chile. Governments in the region as well as other potential financial partners will be sought)</p>	15 000	50 000	50 000	
<p><b>MOSAIKON</b></p> <p>(The funding for this programme has come from the Getty Conservation Institute, the Getty Foundation, and other partners. Funds will be sought by programme partners as necessary to carry out specific activities of the programme)</p>			26 090	13 247
<p><b>CHA-ICCROM Fund Program for Asia</b></p> <p>(Funding for these activities is secured through an MoU with the Korean Cultural Heritage Administration)</p>		320 000	141 272	13 682
<p><b>Collaboration with ACCU Nara Office</b></p> <p>(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)</p>	10 000		2 347	11 335
<p><b>Collaboration with African Institutions</b></p>			17 135	
<p><b>Collaboration with Regional Organizations in Europe</b></p>			4 746	
<b>TOTAL</b>	25 000	900 000	264 997	442 096

# C KNOWLEDGE AND COMMUNICATION SERVICES

ICCROM's dissemination of conservation-related information continues to be one of its strong points. Now active over two biennia, the Knowledge and Communication Services (composed of Library, Archives and Communications) continues to make information resources related to conservation and to ICCROM's activities freely available to the ICCROM community. Fully supporting the Open Access movement, the Service continues to find ways to make conservation-related information widely available. Vectors include our Library and Archive activities, records management, digitization and archival projects on a variety of media, and communications and publications activities whether web-based (including social media), electronic or paper-based.

## C1 Library

The ICCROM Library contains the most extensive collection of publications and unpublished reports on worldwide conservation collected in one place (about 93 000 items). 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 approximately 115 000 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 per week, 10AM-5PM at the ICCROM premises in Rome. Conservation-related materials are acquired, catalogued, indexed 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 Continuation of digitization and scanning project of ICCROM and partner organization materials

The Library will investigate means to scan unpublished ICCROM documents, and make items such as historic, non-confidential mission reports available online. The action would have a two-fold goal: to ensure digital preservation of the documentation, and to make it available to the ICCROM community while respecting copyright and author permissions. Pending MoUs, it could be possible to include documentation of other rare institutional materials present in the Library. An example might be early ICOM-CC conferences that are currently available only as photocopies or in loose-leaf binder format. Initial contacts have already been taken with ICOM on this point.

### C1.3 Digital Library online space

The Library will investigate providing an online, open-source and open access digital space for freely accessing scanned ICCROM publications, along with materials submitted and uploaded by partner organizations on conservation and restoration themes, with all organizations responsible for quality control of their own materials. These materials might

potentially also include documents investigating and analysing open-access, open-source, and Creative Commons themes,

in counterpoint to proprietary programs and fee-based access to databases

LIBRARY	ICCROM Regular Budget	Extra-Budget	ICCROM Staff	Extra-Budget Staff
Library Reading Room, Acquisitions and Cataloguing	99 000		368 259	
Continuation of digitization and scanning project of ICCROM and partner organization materials	5 000	12 000	23 036	
Digital Library online space	2 000	12 000	23 036	
TOTAL	106 000	24 000	414 331	

## C2 ICCROM ARCHIVES

The Archive activity is twofold: (1) to oversee policies and procedures, develop systems, and train personnel to properly manage the active records generated in ICCROM’s daily work; (2) to appraise, organize, store, preserve and provide access to records of long-term historical or research value.

### C2.1 Management tasks for ICCROM’s active and inactive records

The Archive will continue to develop and improve records management tools, which help to classify, file, retain or dispose, retrieve and preserve ICCROM active records. The Archive will also continue to carry out management tasks for inactive records, such as: processing accessioned records (description and preservation); providing records access and reference services to users.

### C2.2 International research project – InterPARES Trust

The collaboration with InterPARES (now InterPARES Trust) will continue during this

biennium and initial outcomes of research projects will be available. In specific, ICCROM is involved in two projects: 1) Policies for recordkeeping and digital preservation: recommendations for analysis and assessment services; 2) International organizations’ use of the cloud for records management purposes.

### C2.3 Audiovisual digitization project

The project for the reformatting of analogue audiovisual materials into digital form will continue to assure access to this material in the future.

### C2.4 Torraca Archive Project

A pilot study (funded by the Getty Conservation Institute) was carried out in 2013 on the Torraca archive. The pilot study helped in defining the project scope, methodology, time and cost. The project, which aims to rearrange, describe and make accessible to researchers Torraca's records, will start if funds for its implementation phases are found.

ARCHIVES	ICCROM Regular Budget	Extra- Budget	ICCROM Staff	Extra- Budget Staff
Management tasks for ICCROM's active and inactive records	25 000		124 384	
International research project – InterPARES Trust	3 000		20 731	
Audiovisual digitization project	5 000	17 000	41 461	
Torraca Archive Project		60 000	20 731	
<b>TOTAL</b>	<b>33 000</b>	<b>77 000</b>	<b>207 307</b>	

## C3 ICCROM COMMUNICATIONS

### C3.1 ICCROM Newsletter and Annual Report

Following the decision of Council, starting in 2010 ICCROM transformed its Newsletter into an annual report, 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.

### C3.2 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.

*NOTA BENE* – Alumni and web resources can be as simple or complex as desired. Simple options could be calls from Alumni to provide articles and pictures of their projects and successes. These could be amalgamated in a designated section of the Web. Complex solutions might also involve an interactive platform similar to LinkedIn, the maintenance of an online directory, and the moderation of online forums, in addition to the implementation of password access and membership management. More complex solutions will certainly require more funding and staff time.

### C3.3 Paper and Electronic Publishing

ICCROM will continue to produce primarily electronic publications that are available for free download via the website. To offset funding issues, ICCROM will join forces with other organizations to ensure continuation of its publishing activities.

### C3.4 Promotion (web, video, paper based)

ICCROM will continue its efforts to increase visibility using both print and web-based media.

### 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 and the Corporate Address Database, as well as those which are publicly available on the ICCROM website (Training, Classifieds, Bookshop, etc.)

### C3.6 Additional Member State Services

This item covers special services to Member States, including management of TAS (Technical Assistance) requests, the creation of country profiles, and tasks and services carried out for and during ICCROM's Council and General Assembly.

### C3.7 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. The next Forum will take place in 2018-2019, coinciding with the new six-year planning framework. Topics are currently being considered by staff in consultation with the ICCROM Council. During this biennium, resources will be dedicated to the preparation of the 2018-2019 event, including making a final selection of the topic, identifying the partners for the Forum Consortium, and beginning the necessary research and development.

### C3.8 General Assembly Thematic Discussion

During the ICCROM General Assembly, the ICCROM secretariat and ICCROM Council will work jointly to organize a thematic discussion in relation to one of the priority issues addressed in the current ICCROM programme. The purpose of this special event is to engage Member States further in the actions and values that ICCROM promotes for the safeguard of cultural heritage. The programme of the thematic discussion at the General Assembly may include keynote speeches, discussion panels, interactive sessions, and socio-cultural events.

### C3.9 Archaeological conservation e-Journal

An e-journal on archaeological conservation is to be implemented in joint collaboration with AIAC, University of Texas at Austin and/or CNR. The expected costs to ICCROM will be clarified in a future meeting with project partners.

COMMUNICATIONS	ICCROM Regular Budget	Extra- Budget	ICCROM Staff	Extra- Budget Staff
ICCROM Newsletter and Annual Report	16 000		54 400	
ICCROM and the Web	53 000	10 000	113 415	
Paper and Electronic Publishing	5 000	12 000	64 587	
Promotion (web, video, paper based)	10 000		24 366	
ICCROM Database Maintenance	2 000		134 040	
Additional Member State services	9 000		157 917	
ICCROM Forum	10 000		23 144	11 984
General Assembly Thematic Discussion	10 000			15 712
Archaeological conservation e-journal	5 000			
TOTAL	120 000	22 000	571 869	27 696

# D1 REGULAR BUDGET AND EXTERNAL FUNDS

For the fifth 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 for the period January 2008 (date in which the ZNG approved was put into effect) July 2014 (date of preparation of the draft Programme of work and Budget 2016-2017) is confirmed at 11,4% (ISTAT data table FOI nt 3.4 as at 30th August 2014). The BCE (European Central Bank) has published the projected rates of inflation for Italy estimated as at January 2015 of 0,7%, and as at January 2016 at 2,00%. Based on these data, the purchasing power of ICCROM ZNG Budget would result in a minus 14,1% since January 2008.

The provisional ZNG budget is summarized in Table 2 in a simplified form and comprises these activities that are proposed on the basis of the expected contributions from Member States, miscellaneous income and external funds, both committed and those which need to be raised. In this connection, it is essential for ICCROM to continue its efforts in fundraising to reinforce the ability to continue implementing its strategic directions and biennial plans. The contributions from Member States are projected to remain close to current levels. During the current biennium some 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. In particular the Russian Federation has adhered to the Statutes of ICCROM.

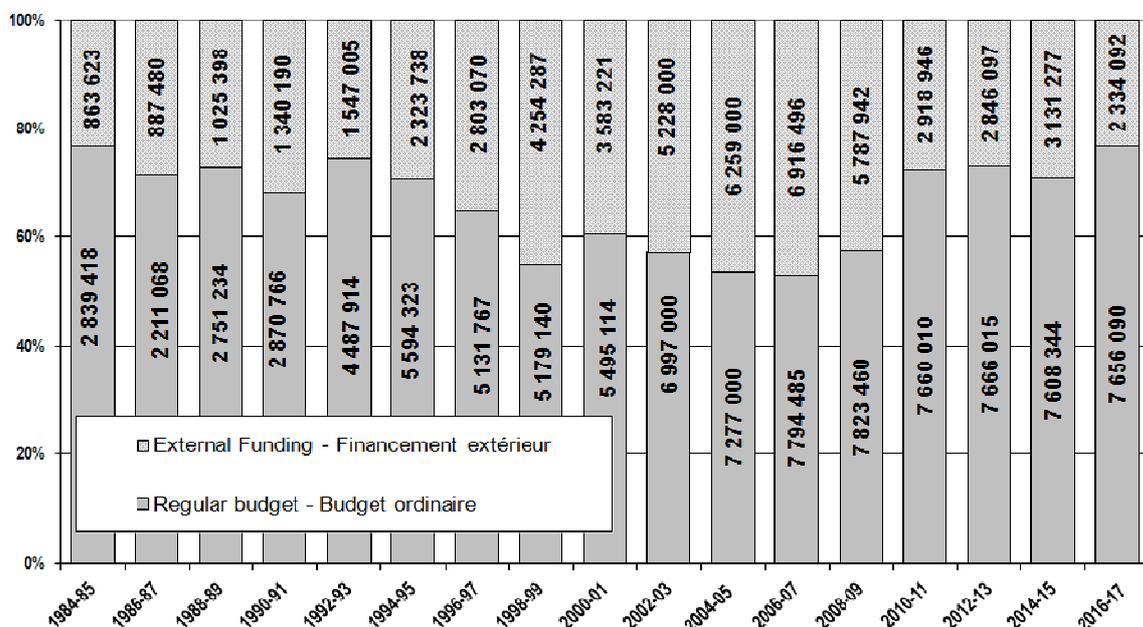
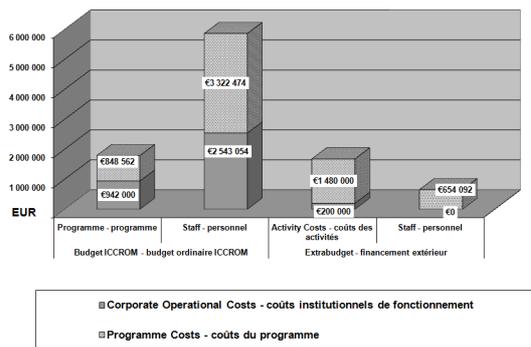


Figure 1: Evolution of Ratio Between Regular Budget and External Funding: 1984 - 2017

### 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 relate 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, technical support and development.



**Figure 2: Programme Costs versus Corporate Operational Costs as Part of the Overall Budget**

### D1.2 Personnel Costs

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

For the 2016-2017 biennium, salaries have been projected taking into account a 2,9% increase foreseen as adjustment 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 with 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. As a result, the number of staff employed by ICCROM has decreased from 42 to 34 during the period starting from January 2008 when the Zero Nominal Growth approach was adopted.

These measures have contributed to maintain the costs for personnel for the biennium 2016-2017 at the level of the current biennium despite the increase of some of the factors determining the overall costs of personnel.

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 61% of the total staff costs is directly attributable to the design and implementation of programme activities rather than to the administration of the organization.

The factors determining the increase are as follows:

- cost-of-living adjustments;
- within-grade seniority awards (step increase);
- contributions to Social Security plans;
- contributions to the After Service Medical Insurance Plan for former employees;
- increase in the After Service actuarial amortization plan;

With regard to the issue of income tax, ICCROM has submitted a request to the Italian Ministry of Foreign Affairs to extend tax exemption status to Italian staff members based on the application of the United Nations declaration of Immunities and Privileges signed by the Italian Government in 1985. At the time of preparation of the budget, the Italian Government is in the process of negotiations with ICCROM to have a revision of the Headquarters Agreement. This agreement to extend the tax exemptions to all ICCROM

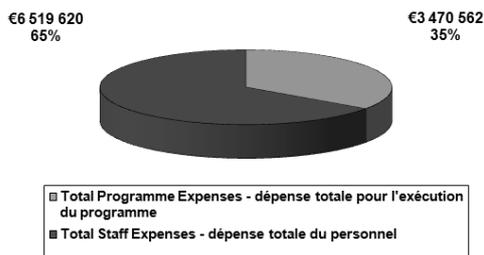
officials must be approved by the Italian Parliament. At the same time ICCROM has signed in February 2014 a Tax Reimbursement Agreement with the USA whereby income tax paid by ICCROM US Staff Members is reimbursed to the Organization. It is, therefore, on these assumptions that personnel costs for the biennium 2016-2017 have been calculated.

In addition to the personnel costs covered from the ICCROM Regular Budget, there are additional personnel costs (€519 874) covered from external funds as follows:

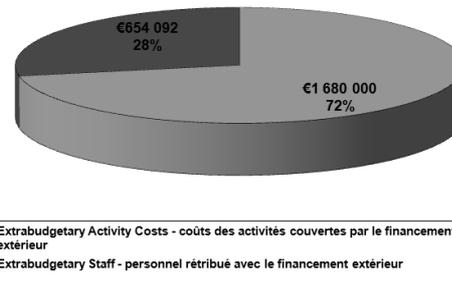
Under the ATHAR Programme	€414 732
Under the WHC Programme	€105 142

Furthermore, ICCROM enjoys the services of a seconded fully paid by the Japanese government and a project staff partially funded through an extraordinary contribution from the French government (Ministry of Culture and Communication):

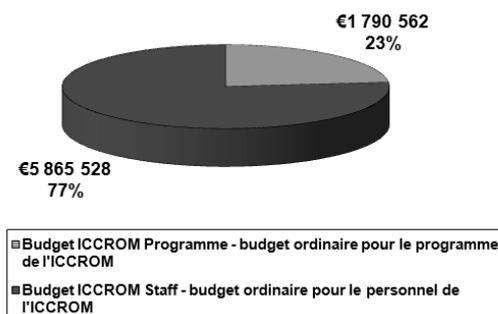
Japanese Secondment	€134 218
French Extraordinary Contribution	€20 000



**Figure 3: Comparison of Total Programme Expenses and Total Staff Expenses**



**Figure 5: Comparison of Programme and Staff Costs (Extra-Budgetary Sources)**

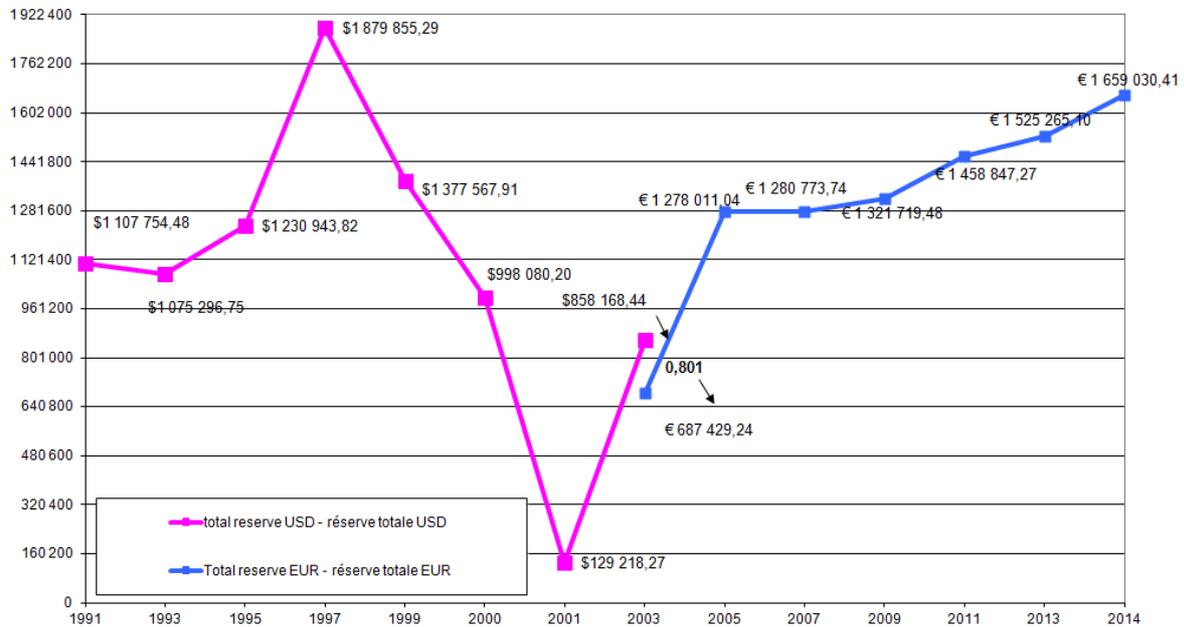


**Figure 4: Comparison of Programme and Staff Costs (ICCROM's Regular Budget)**

### D1.3 Operational Reserve

A substantial operation reserve is needed to ease the cash flow at the start of each annual cycle before Member State contributions have been paid, and for other unforeseen costs. The level of the reserve is increased through

potential surplus matured at the end of each biennium, and through the payment of long-standing arrears due from Member States. The current level of the reserve as at December 2014 is of €1 659 030,41.



**Figure 6: Evolution of the operational reserve since 1991**

Estimation of budgetary envelope for 2016-2017						2014-2015				
Item	ICCROM Regular Budget		External Funding	TOTAL		ICCROM Regular Budget		External Funding	TOTAL	
		%			%		%			%
<b>Income</b>										
Member State Contributions	7 382	96%		7 382	74%	7 198	94%		7 198	67%
Special Contribution Italian Govt			200	200	2%			250	250	2%
Bank Interests	110	1%		110	1%	130	2%		130	1%
Sale of Publications - Photocopies	14	0%		14	0%	40	1%		40	1%
Course Fees			60	60	1%	80	1%		80	1%
Administrative Costs Recovery	150	2%		150	2%	160	2%		160	1%
Contracts & Voluntary Contributions			2 074	2 074	21%			2 882	2 882	27%
<b>Total Income:</b>	<b>7 656</b>	<b>100%</b>	<b>2 334</b>	<b>9 990</b>	<b>100%</b>	<b>7 608</b>	<b>100%</b>	<b>3 132</b>	<b>10 740</b>	<b>100%</b>
<b>Expenditure</b>										
Operational Reserve	0	0%		0	0%	0	0%		0	0%
Corporate Operational Costs	942	12%	200	1 142	11%	910	12%	250	1 160	11%
Programme Implementation Costs	849	11%	1 480	2 329	23%	583	8%	2 268	2 851	27%
Personnel Costs	5 865	77%	654	6 519	65%	6 115	80%	614	6 729	63%
<b>Total Expenditure:</b>	<b>7 656</b>	<b>100%</b>	<b>2 334</b>	<b>9 990</b>	<b>100%</b>	<b>7 608</b>	<b>100%</b>	<b>3 132</b>	<b>10 740</b>	<b>100%</b>

**Table 1: Draft ICCROM Budget for the 2016-2017 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 2016–2017 biennium.

### 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 market situation. The continuous financial interventions of the BCE (European Central Bank) to promote investments and development among its Member States has resulted in a constant decrease of the rate of interests with the end result that the amount of interests matured on ICCROM Bank accounts has decreased significantly.

### 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. Compared with previous biennia the income has

diminished due to a reduced publication activity at ICCROM and to an increase utilization of portable duplication devices by the users.

### 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 two months) and €900 for the shorter ones. This revenue partially offsets the cost of financial assistance given to course participants upon request. ICCROM courses are largely financed through external funding. It is therefore appropriate to register the revenues for course fees in the Programme and Budget as an income under the extra-budgetary allocation.

### 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 2016–2017 biennium, the estimated amount shows a reduction when compared with previous biennia, due to the conclusion of activities carried out with external funding, and the difficulty in attracting additional funds in view of the global economic and financial crises.

## D2.6 External Funding and Voluntary Contributions

External funding is 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/or national organizations. 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 2014 - 2015		ICCROM Regular Budget 2016 - 2017		External Funding 2016 - 2017		Total
	Programme	Staff Costs	Programme	Staff Costs	Staff Costs	Programme	
. MEMBER STATES CONTRIBUTIONS	7 198 344		7 382 090				7 382 090
. SPECIAL CONTRIBUTIONS ITALIAN GOVERNMENT						200 000	200 000
. BANK INTERESTS - BANK ACCOUNTS	25 000		25 000				25 000
. BANK INTERESTS - INVESTED FUNDS	105 000		85 000				85 000
. SALE OF PUBLICATIONS	30 000		10 000				10 000
. SALE OF PHOTOCOPIES	10 000		4 000				4 000
. COURSE FEES (SCHOLARSHIP FUND)	80 000					60 000	60 000
. ADMINISTRATIVE COST RECOVERY	160 000		150 000				150 000
. CONTRACTS AND VOLUNTARY CONTRIBUTIONS (Ext. Fund)					654 092	1 420 000	2 074 092
<b>Total Income:</b>	<b>7 608 344</b>		<b>7 656 090</b>		<b>2 334 092</b>		<b>9 990 182</b>
EXPENDITURES	ICCROM Regular Budget 2014 - 2015		ICCROM Regular Budget 2016 - 2017		External Funding 2016 - 2017		Total (Including Staff Costs)
	Programme	Staff Costs	Programme	Staff Costs	Staff Costs	Programme	
<b>Corporate Operational Costs</b>							
. GENERAL ASSEMBLY	70 000		70 000				
. Council	40 000		40 000				
. GENERAL MANAGEMENT & COORDINATION (Incl. Emergency LOGISTICS)	490 000	1 766 887	30 000	1 653 161			1 793 161
. LAN ADMINISTRATION	190 000	317 941	196 000	223 233		200 000	935 233
. FINANCE AND ADMINISTRATION	90 000	230 696	94 000	238 649			434 649
. CONTRACTS AND VOLUNTARY CONTRIBUTIONS (Ext. Fund)		567 010		428 011			522 011
<b>Corporate Operational Costs Sub-total (A):</b>	<b>910 000</b>	<b>2 882 534</b>	<b>942 000</b>	<b>2 543 054</b>	<b>0</b>	<b>200 000</b>	<b>3 685 054</b>
<b>Programme Costs</b>							
<b>B.1 DEVELOPING &amp; PROMOTING DISASTER &amp; RISK MANAGEMENT</b>		373 226					
B1.1 Training	40 000		130 522	310 813	5 992	40 000	487 327
B1.2 Research	0		0	10 445	7 490		17 935
B1.3 Communication	0		0	21 109	14 980		36 089
. CONTRACTS AND VOLUNTARY CONTRIBUTIONS (External Funding)							
<b>B.2 INTEGRATING MATERIAL SCIENCE &amp; TECHNOLOGY WITH CONSERVATION</b>	<b>40 000</b>	<b>373 226</b>	<b>130 522</b>	<b>342 367</b>	<b>28 462</b>	<b>40 000</b>	<b>541 351</b>
B2.1 Training	101 000	424 983	166 000	285 262	15 961	139 000	606 223
B2.2 Research	12 000		32 000	194 999			226 999
B2.3 Communication	32 000		0				0
. CONTRACTS AND VOLUNTARY CONTRIBUTIONS (External Funding)							
<b>B.3 IMPROVING CONSERVATION &amp; MANAGEMENT PRACTICES THROUGH WORLD HERITAGE CONVENTION</b>	<b>145 000</b>	<b>424 983</b>	<b>198 000</b>	<b>480 261</b>	<b>15 961</b>	<b>139 000</b>	<b>833 222</b>
B3.1 Training	69 000	450 064	79 000	251 779	48 363	85 000	464 142
B3.2 Research	0		0	16 131	16 153	11 000	43 284
B3.3 Communication	0		0	184 103	36 462	157 000	377 565
. CONTRACTS AND VOLUNTARY CONTRIBUTIONS (External Funding)							
<b>Sub-total (B):</b>	<b>69 000</b>	<b>450 064</b>	<b>79 000</b>	<b>452 013</b>	<b>100 978</b>	<b>253 000</b>	<b>884 991</b>

<b>B.4 PROMOTING PEOPLE CENTERED APPROACHES TO CONSERVATION: LIVING HERITAGE</b>										
B4.1 Training						137 230				
B4.2 Research	15 000						35 000	82 016	34 730	25 000
B4.3 Communication	0						5 000	7 313	4 169	
<b>• CONTRACTS AND VOLUNTARY CONTRIBUTIONS (External Funding)</b>	<b>15 000</b>	<b>137 230</b>	<b>40 000</b>	<b>89 329</b>	<b>38 899</b>	<b>25 000</b>	<b>40 000</b>	<b>89 329</b>	<b>38 899</b>	<b>25 000</b>
<b>B.5 BUILDING REGIONAL COLLABORATION</b>										
B5.1 ATHAR	0	296 886								
B5.2 LATAM	0		15 000	23 407	403 832		0	50 000	0	50 000
B5.3 MOSAIKON	0		0	26 090	13 247		0	0	0	0
B5.4 CHA-ICCROM Fund Programme for ASIA	0		0	141 272	13 682		0	0	0	0
B5.5 Collaboration with Regional Institutions	10 000		10 000	19 482	11 335		0	0	0	0
B5.6 Collaboration with Regional Organizations in Europe				4 746						
<b>• CONTRACTS AND VOLUNTARY CONTRIBUTIONS (External Funding)</b>	<b>10 000</b>	<b>296 886</b>	<b>25 000</b>	<b>264 997</b>	<b>442 096</b>	<b>900 000</b>	<b>25 000</b>	<b>264 997</b>	<b>442 096</b>	<b>900 000</b>
<b>C. KNOWLEDGE AND COMMUNICATION SERVICES</b>										
C.1 Library Activities	111 000	1 150 421	106 000	414 331			106 000	414 331	24 000	544 331
C.2 Archives Activities	18 000		33 000	207 307			33 000	207 307	77 000	317 307
C.3 Communications Activities	75 000		120 000	571 869			120 000	571 869	27 696	741 565
<b>INTERNATIONAL FELLOWSHIPS</b>	<b>204 000</b>	<b>1 150 421</b>	<b>259 000</b>	<b>1 193 507</b>	<b>27 696</b>	<b>123 000</b>	<b>259 000</b>	<b>1 193 507</b>	<b>27 696</b>	<b>1 603 203</b>
<b>ADVICE TO INTERNATIONAL &amp; REGIONAL CONS. NETWORKS &amp; INSTITUTIONS</b>	<b>50 000</b>		<b>50 000</b>				<b>50 000</b>			<b>50 000</b>
<b>PROGRAMME SUPPORT (After Service &amp; others not alloc. salary ben.)</b>										
<b>Regular Programme Costs sub-total (B):</b>	<b>583 000</b>	<b>3 232 810</b>	<b>848 562</b>	<b>3 322 474</b>	<b>654 092</b>	<b>1 480 000</b>	<b>848 562</b>	<b>3 322 474</b>	<b>654 092</b>	<b>1 480 000</b>
<b>• TOTAL CONTRACTS AND VOLUNTARY CONTRIB. (Ext. Fund) (B)</b>										
<b>Sub-total Expenditure (A + B)</b>	<b>1 493 000</b>	<b>6 115 344</b>	<b>1 790 562</b>	<b>5 865 528</b>	<b>654 092</b>	<b>1 680 000</b>	<b>1 790 562</b>	<b>5 865 528</b>	<b>654 092</b>	<b>1 680 000</b>
<b>Total Expenditure</b>	<b>7 608 344</b>		<b>7 656 090</b>		<b>2 334 092</b>		<b>7 656 090</b>		<b>2 334 092</b>	
<b>ICCROM Staff Costs 2014 - 2015</b>										
<b>ICCROM Staff Costs 2016 - 2017</b>										
<b>Personnel Costs</b>										
<b>ICCROM Regular Budget</b>										
<b>External Funding</b>										
<b>Total</b>										
<b>SALARIES AND SERVICES</b>		5 715 344							5 365 528	6 019 620
After Service Medical Contributions		400 000							500 000	500 000
<b>Personnel Costs</b>		<b>6 115 344</b>							<b>5 865 528</b>	<b>6 519 620</b>

Table 2: Draft ICCROM Budget for the 2016-2017 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 2016-2017 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 2013, 2014, and 2015 (see document: United Nations General Assembly 67<sup>th</sup> plenary meeting 24 December 2012 doc. No A/RES/67/238 – Sixty-seventh session Agenda item 134 - Resolution adopted by the General Assembly on the report of the Fifth Committee (A/67/502/Add.1), adjusted to take into account the difference in membership of the two organizations.

N.B.: should a new scale of assessment for the years 2016, 2017 and 2018 be adopted by the UN General Assembly prior to 31<sup>st</sup> December 2015, ICCROM scale of contributions will be revised accordingly. In such case an addendum will be issued and circulated prior to the ICCROM General Assembly.

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

The totals of the scales of both the United Nations and ICCROM must add up to 100%. The United States of America pays a maximum contribution at a rate of 22%, whereas several Member States (43 at ICCROM) pay a minimum contribution at a rate of 0,010%. These maximum and minimum contributions are deducted from 100 and the remaining (77,570, see below) is divided among the other Member States according to the rates of the UN scale (total 76,227 at ICCROM). A multiplication factor obtained from the division of 77,570 by 76,227 must thus be applied to the UN rates in order to obtain the ICCROM rates. For the 2016-2017 biennium, the rate of assessment of each Member State has been determined as follows:

(A) The United Nations and ICCROM total scales add up to:

The first adjustment is made for the United States, with a maximum contribution of 22%

**78.000**

The second adjustment is for the 43 countries with a minimum contribution of 0.010%

0,430

**77.570 (A)**

(B) The United Nations scale total

100,000

The United States scale must be deducted

22,000

**78.000**

Non-ICCROM Member States must be deducted from the UN scale

1,545

Effective value under 0.010%

0,228

**76.227 (B)**

The coefficient (B) must be divided among the remaining ICCROM Member States in order to obtain the coefficient factor of adjustment (C) – see below.

Since 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 a minimum contribution. This is done in order to have the ICCROM total scale of assessment add up to 100%.

Dividing (A) (the balance of the UN scale of assessment)	77,570
by (B) the actual % already allocated to ICCROM Member States	76,227
We obtain a coefficient adjustment factor (C)	<b>1,017618429(C)</b>

### D3.2 2016-2017 Budget: Determining Contributions

The budget for 2016-2017 was determined as follows:

<b>A. The budget for 2014-2015</b>	<b>€7 198 344</b>
Deduction of countries suspended their membership during the biennium:	
Congo (Frozen)	€-720
Nicaragua (Frozen)	€-720
Total after deductions:	€7 196 904
<b>B. Revised budget before adding new Member States</b>	<b>€7 196 904</b>

Addition of new Member States that joined during the biennium:

Malawi	€720
Russian Federation	€184 466
Total new Member States	€185 186
<b>C. Revised budget for the 2016 - 2017 biennium with 0% increase</b>	<b>€7 382 090</b>

### D3.3 2016-2017 Budget: Appropriation Resolution 0% Increase (ZNG)

The General Assembly:

- authorizes the Director-General to implement the programme outlined in the Programme and Budget 2016-2017;
- approves the contribution budget to be provided by the Member States in the amount of €7 382 090 based on a principle of 0% increase (ZNG);
- approves the scale of assessment of Member States of ICCROM for the biennium 2016-2017, based on the scale of assessment adopted by the United Nations General Assembly for the years 2013-2014-2015 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 2015 (the date of preparation of the assessments for the 2016-2017 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 for the apportionment of the expenses of the UN	ICCROM 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 2014-2015	Contribution to ICCROM for the Biennium	Yearly contribution to ICCROM
		2013-14-15	2014-2015	2016-2017	2016-2017		2014 - 2015		
1	Afghanistan	0,005	0,010	0,010	€ 369	€ 738		€ 720	€ 360
2	Albania	0,010	0,010	0,010	€ 369	€ 738		€ 720	€ 360
3	Algeria	0,137	0,144	0,139	€ 5 131	€ 10 262		€ 10 366	€ 5 183
4	Andorra	0,008	0,010	0,010	€ 369	€ 738		€ 720	€ 360
5	Angola	0,010	0,010	0,010	€ 369	€ 738		€ 720	€ 360
6	Argentina	0,432	0,454	0,440	€ 16 241	€ 32 482		€ 32 680	€ 16 340
7	Armenia	0,007	0,010	0,010	€ 369	€ 738		€ 720	€ 360
8	Australia	2,074	2,180	2,111	€ 77 920	€ 155 840		€ 156 924	€ 78 462
9	Austria	0,798	0,839	0,812	€ 29 972	€ 59 944		€ 60 394	€ 30 197
10	Azerbaijan	0,040	0,042	0,041	€ 1 513	€ 3 026		€ 3 024	€ 1 512
11	Bahrain	0,039	0,041	0,040	€ 1 476	€ 2 952		€ 2 952	€ 1 476
12	Barbados	0,008	0,010	0,010	€ 369	€ 738		€ 720	€ 360
13	Bangladesh	0,010	0,010	0,010	€ 369	€ 738		€ 720	€ 360
14	Belgium	0,998	1,049	1,016	€ 37 502	€ 75 004		€ 75 512	€ 37 756
15	Benin	0,003	0,010	0,010	€ 369	€ 738		€ 720	€ 360
16	Bolivia	0,009	0,010	0,010	€ 369	€ 738		€ 720	€ 360
17	Bosnia and Herzegovina	0,017	0,018	0,017	€ 627	€ 1 254		€ 1 296	€ 648
18	Botswana	0,017	0,018	0,017	€ 627	€ 1 254		€ 1 296	€ 648
19	Brazil	2,934	3,084	2,986	€ 110 217	€ 220 434		€ 221 998	€ 110 999
20	Brunei Darussalam	0,026	0,027	0,026	€ 960	€ 1 920		€ 1 944	€ 972
21	Bulgaria	0,047	0,049	0,048	€ 1 772	€ 3 544		€ 3 528	€ 1 764
22	Burkina Faso	0,003	0,010	0,010	€ 369	€ 738		€ 720	€ 360
23	Cambodia	0,004	0,010	0,010	€ 369	€ 738		€ 720	€ 360
24	Cameroon	0,012	0,013	0,012	€ 443	€ 886		€ 936	€ 468
25	Canada	2,984	3,136	3,037	€ 112 099	€ 224 198		€ 225 742	€ 112 871
26	Chad	0,002	0,010	0,010	€ 369	€ 738		€ 720	€ 360
27	Chile	0,334	0,351	0,340	€ 12 550	€ 25 100		€ 25 266	€ 12 633
28	China	5,148	5,411	5,239	€ 193 378	€ 386 756		€ 389 506	€ 194 753
29	Colombia	0,259	0,272	0,264	€ 9 745	€ 19 490		€ 19 580	€ 9 790
30	Congo	0,000	0,010	0,000	€ 0	€ 0		€ 720	€ 360
31	Côte-d'Ivoire	0,011	0,012	0,011	€ 406	€ 812		€ 864	€ 432
32	Croatia	0,126	0,132	0,128	€ 4 725	€ 9 450		€ 9 502	€ 4 751
33	Cuba	0,069	0,073	0,070	€ 2 584	€ 5 168		€ 5 254	€ 2 627
34	Cyprus	0,047	0,049	0,048	€ 1 772	€ 3 544		€ 3 528	€ 1 764
35	Czech Republic	0,386	0,406	0,393	€ 14 506	€ 29 012		€ 29 226	€ 14 613
36	Denmark	0,675	0,709	0,687	€ 25 358	€ 50 716		€ 51 036	€ 25 518
37	Dominican Republic	0,045	0,047	0,046	€ 1 698	€ 3 396		€ 3 384	€ 1 692
38	Ecuador	0,044	0,046	0,045	€ 1 661	€ 3 322		€ 3 312	€ 1 656
39	Egypt	0,134	0,141	0,136	€ 5 020	€ 10 040		€ 10 150	€ 5 075
40	Estonia	0,040	0,042	0,041	€ 1 513	€ 3 026		€ 3 024	€ 1 512
41	Ethiopia	0,010	0,010	0,010	€ 369	€ 738		€ 720	€ 360
42	Finland	0,519	0,546	0,528	€ 19 489	€ 38 978		€ 39 304	€ 19 652
43	Former Yugoslav Rep. of Macedonia	0,008	0,010	0,010	€ 369	€ 738		€ 720	€ 360
44	France	5,593	5,879	5,692	€ 210 098	€ 420 196		€ 423 194	€ 211 597
45	Gabon	0,020	0,021	0,020	€ 738	€ 1 476		€ 1 512	€ 756
46	Gambia	0,001	0,010	0,010	€ 369	€ 738		€ 720	€ 360
47	Georgia	0,007	0,010	0,010	€ 369	€ 738		€ 720	€ 360
48	Germany	7,141	7,506	7,267	€ 268 234	€ 536 468		€ 540 312	€ 270 156

**Table 3: Scale of Assessment: contributions from Member States 2016-2017**  
**(all figures in Euro)**

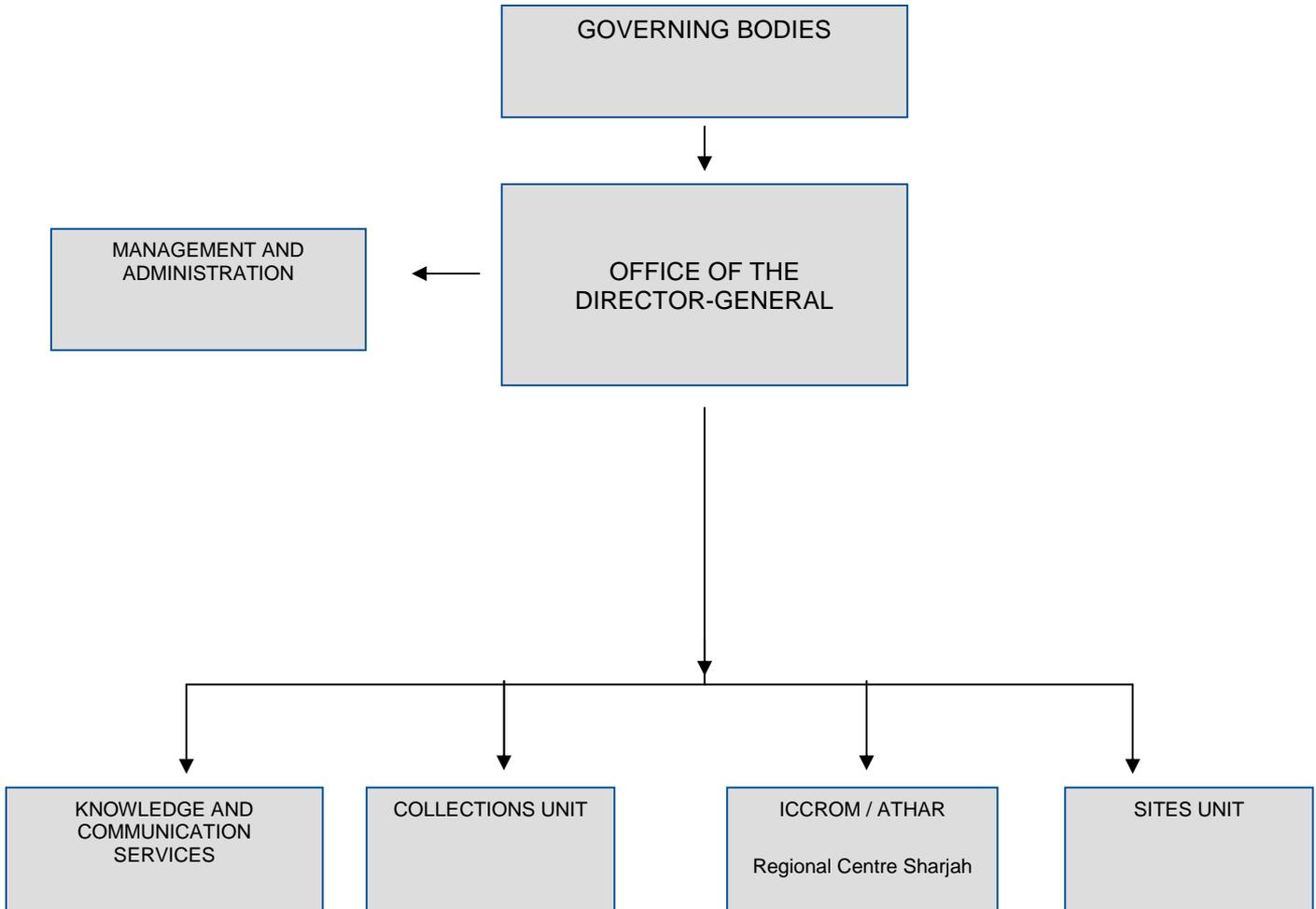
Number of Countries	Member States	UN Scale of Assessment for the apportionment of the expenses of the UN	ICCROM Scale of Assessment	ICCROM Scale of Assessment	Yearly contribution to ICCROM	Contribution to ICCROM for the Biennium	Contributions of new Member States that have become member during the 2014-2015	Contribution to ICCROM for the Biennium	Yearly contribution to ICCROM
		2013-14-15	2014-2015	2016-2017	2016-2017	2016-2017		2014 - 2015	2014 - 2015
49	Ghana	0,014	0,015	0,014	€ 517	€ 1 034		€ 1 080	€ 540
50	Greece	0,638	0,671	0,649	€ 23 955	€ 47 910		€ 48 302	€ 24 151
51	Guatemala	0,027	0,028	0,027	€ 997	€ 1 994		€ 2 016	€ 1 008
52	Guyana	0,001	0,010	0,010	€ 369	€ 738		€ 720	€ 360
53	Haiti	0,003	0,010	0,010	€ 369	€ 738		€ 720	€ 360
54	Honduras	0,008	0,010	0,010	€ 369	€ 738		€ 720	€ 360
*	Hungary	0,000	0,000		€ 0	€ 0		€ 0	€ 0
55	India	0,666	0,700	0,678	€ 25 026	€ 50 052		€ 50 388	€ 25 194
56	Iran	0,356	0,374	0,362	€ 13 362	€ 26 724		€ 26 922	€ 13 461
57	Iraq	0,068	0,071	0,069	€ 2 547	€ 5 094		€ 5 110	€ 2 555
58	Ireland	0,418	0,439	0,425	€ 15 687	€ 31 374		€ 31 600	€ 15 800
59	Israel	0,396	0,416	0,403	€ 14 875	€ 29 750		€ 29 946	€ 14 973
60	Italy	4,448	4,675	4,526	€ 167 060	€ 334 120		€ 336 528	€ 168 264
61	Japan	10,833	11,387	11,024	€ 408 913	€ 813 826		€ 819 680	€ 409 840
62	Jordan	0,022	0,023	0,022	€ 812	€ 1 624		€ 1 656	€ 828
63	Kenya	0,013	0,014	0,013	€ 480	€ 960		€ 1 008	€ 504
64	Kingdom of Saudi Arabia	0,864	0,908	0,879	€ 32 445	€ 64 890		€ 65 362	€ 32 681
65	Kuwait	0,273	0,287	0,278	€ 10 261	€ 20 522		€ 20 660	€ 10 330
66	Lao People's Dem. Rep.	0,002	0,010	0,010	€ 369	€ 738		€ 720	€ 360
67	Latvia	0,047	0,049	0,048	€ 1 772	€ 3 544		€ 3 528	€ 1 764
68	Lebanon	0,042	0,044	0,043	€ 1 587	€ 3 174		€ 3 168	€ 1 584
69	Lesotho	0,001	0,010	0,010	€ 369	€ 738		€ 720	€ 360
70	Libya	0,142	0,149	0,145	€ 5 352	€ 10 704		€ 10 726	€ 5 363
71	Lithuania	0,073	0,077	0,074	€ 2 731	€ 5 462		€ 5 542	€ 2 771
72	Luxembourg	0,081	0,085	0,082	€ 3 027	€ 6 054		€ 6 118	€ 3 059
73	Madagascar	0,003	0,010	0,010	€ 369	€ 738		€ 720	€ 360
74	Malaysia	0,281	0,295	0,286	€ 10 557	€ 21 114		€ 21 236	€ 10 618
75	Malawi	0,001	0,000	0,010	€ 369	€ 738		€ 0	€ 0
76	Maldives	0,001	0,010	0,010	€ 369	€ 738		€ 720	€ 360
77	Mali	0,004	0,010	0,010	€ 369	€ 738		€ 720	€ 360
78	Malta	0,016	0,017	0,016	€ 591	€ 1 182		€ 1 224	€ 612
79	Mauritania	0,002	0,010	0,010	€ 369	€ 738		€ 720	€ 360
80	Mauritius	0,013	0,014	0,013	€ 480	€ 960		€ 1 008	€ 504
81	Mexico	1,842	1,936	1,874	€ 59 172	€ 118 344		€ 119 360	€ 59 680
82	Monaco	0,012	0,013	0,012	€ 443	€ 886		€ 936	€ 468
83	Mongolia	0,003	0,010	0,010	€ 369	€ 738		€ 720	€ 360
84	Montenegro	0,005	0,010	0,010	€ 369	€ 738		€ 720	€ 360
85	Morocco	0,062	0,065	0,063	€ 2 325	€ 4 650		€ 4 678	€ 2 339
86	Mozambique	0,003	0,010	0,010	€ 369	€ 738		€ 720	€ 360
87	Myanmar (Union of)	0,010	0,010	0,010	€ 369	€ 738		€ 720	€ 360
88	Namibia	0,010	0,010	0,010	€ 369	€ 738		€ 720	€ 360
89	Nepal	0,006	0,010	0,010	€ 369	€ 738		€ 720	€ 360
90	Netherlands	1,654	1,739	1,683	€ 62 122	€ 124 244		€ 125 180	€ 62 590
91	New Zealand	0,253	0,266	0,257	€ 9 486	€ 18 972		€ 19 148	€ 9 574
92	Nicaragua	0,000	0,010	0,000	€ 0	€ 0		€ 720	€ 360
93	Nigeria	0,090	0,095	0,092	€ 3 396	€ 6 792		€ 6 838	€ 3 419
94	Norway	0,851	0,894	0,866	€ 31 965	€ 63 930		€ 64 354	€ 32 177
95	Oman	0,102	0,107	0,104	€ 3 839	€ 7 678		€ 7 702	€ 3 851
96	Pakistan	0,085	0,089	0,086	€ 3 174	€ 6 348		€ 6 406	€ 3 203

Table 3: Scale of Assessment: contributions from Member States 2016-2017  
(all figures in Euro)

Number of Countries	Member States	UN Scale of Assessment for the apportionment of the expenses of the UN	ICCROM 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 2014-2015	Contribution to ICCROM for the Biennium	Yearly contribution to ICCROM
		2013-14-15	2014-2015	2016-2017	2016-2017		2014 - 2015		
97	Paraguay	0,010	0,010	0,010	€ 369	€ 738		€ 720	€ 360
98	Peru	0,117	0,123	0,119	€ 4 392	€ 8 784		€ 8 854	€ 4 427
99	Philippines	0,154	0,162	0,157	€ 5 795	€ 11 590		€ 11 662	€ 5 831
100	Poland	0,921	0,968	0,937	€ 34 586	€ 69 172		€ 69 680	€ 34 840
101	Portugal	0,474	0,498	0,482	€ 17 791	€ 35 582		€ 35 848	€ 17 924
102	Qatar	0,209	0,220	0,213	€ 7 862	€ 15 724	€ 10 066	€ 15 836	€ 7 918
103	Republic of Korea	1,994	2,096	2,029	€ 74 893	€ 149 786		€ 150 878	€ 75 439
104	Romania	0,226	0,238	0,230	€ 8 490	€ 16 980		€ 17 132	€ 8 566
105	Russian Federation	2,438	0,000	2,481	€ 91 577	€ 183 154		€ 0	€ 0
106	Rwanda	0,002	0,010	0,010	€ 369	€ 738		€ 720	€ 360
107	Senegal	0,006	0,010	0,010	€ 369	€ 738		€ 720	€ 360
108	Serbia	0,040	0,042	0,041	€ 1 513	€ 3 026		€ 3 024	€ 1 512
109	Seychelles	0,001	0,010	0,010	€ 369	€ 738		€ 720	€ 360
110	Slovakia	0,171	0,180	0,174	€ 6 423	€ 12 846		€ 12 958	€ 6 479
111	Slovenia	0,100	0,105	0,102	€ 3 765	€ 7 530		€ 7 558	€ 3 779
112	South Africa	0,372	0,391	0,379	€ 13 989	€ 27 978		€ 28 146	€ 14 073
113	Spain	2,973	3,125	3,025	€ 111 696	€ 223 312		€ 224 950	€ 112 475
114	Sri Lanka	0,025	0,026	0,025	€ 923	€ 1 846		€ 1 872	€ 936
115	Sudan	0,010	0,010	0,010	€ 369	€ 738		€ 720	€ 360
116	Swaziland	0,003	0,010	0,010	€ 369	€ 738		€ 720	€ 360
117	Sweden	0,960	1,009	0,977	€ 36 062	€ 72 124		€ 72 632	€ 36 316
118	Switzerland	1,047	1,101	1,065	€ 39 310	€ 78 620		€ 79 254	€ 39 627
119	Syrian Arab Rep.	0,036	0,038	0,037	€ 1 366	€ 2 732		€ 2 736	€ 1 368
120	Thailand	0,239	0,251	0,243	€ 8 969	€ 17 938		€ 18 068	€ 9 034
121	Togo	0,001	0,010	0,010	€ 369	€ 738		€ 720	€ 360
122	Trinidad and Tobago	0,044	0,046	0,045	€ 1 661	€ 3 322		€ 3 312	€ 1 656
123	Tunisia	0,036	0,038	0,037	€ 1 366	€ 2 732		€ 2 736	€ 1 368
124	Turkey	1,328	1,396	1,351	€ 49 867	€ 99 734		€ 100 490	€ 50 245
125	United Arab Emirates	0,595	0,625	0,605	€ 22 331	€ 44 662		€ 44 990	€ 22 495
126	United Kingdom	5,179	5,444	5,270	€ 194 522	€ 389 044		€ 391 880	€ 195 940
127	United Republic of Tanzania	0,009	0,010	0,010	€ 369	€ 738		€ 720	€ 360
128	United States of America	22,000	22,000	22,000	€ 812 046	€ 1 624 092		€ 1 583 646	€ 791 823
129	Uruguay	0,052	0,055	0,053	€ 1 956	€ 3 912		€ 3 960	€ 1 980
130	Venezuela	0,627	0,659	0,638	€ 23 549	€ 47 098		€ 47 438	€ 23 719
131	Viet Nam	0,042	0,044	0,043	€ 1 587	€ 3 174		€ 3 168	€ 1 584
132	Yemen	0,010	0,010	0,010	€ 369	€ 738		€ 720	€ 360
133	Zambia	0,006	0,010	0,010	€ 369	€ 738		€ 720	€ 360
134	Zimbabwe	0,002	0,010	0,010	€ 369	€ 738		€ 720	€ 360
<b>Total:</b>		<b>98,455</b>	<b>99,999</b>	<b>99,998</b>	<b>€ 3 691 045</b>	<b>€ 7 382 090</b>		<b>€ 7 198 344</b>	<b>€ 3 599 172</b>

**Table 3: Scale of Assessment: contributions from Member States 2016-2017**  
**(all figures in Euro)**

## D4 ICCROM ORGANIZATIONAL CHART



**Table 4. ICCROM Organizational Chart 2016-2017**