

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

Annual Report

November 2012 – October 2013

ICCROM Newsletter 39



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Director-General's Message

Dear members of our community,

There are heavy clouds on the horizon for institutions such as ICCROM whose mandate is the conservation of cultural heritage. Just as the most acute phase of the crisis in Mali is over, events in Syria and Egypt are worsening. Ancient historic cities and monuments devastated, museums looted, archaeological sites plundered, and worse yet, thousands of lives lost in the most atrocious manner, in lands where history and cultural heritage should teach everyone the way of peace, dialogue and respect for diversity. In this bleak landscape, it is difficult to keep faith in the mission of cultural heritage. And yet one must. To do so, we need to take advantage of the bursts of clear skies, few or many as they may be, that we see around us.

ICCROM is one of these breaks in the clouds. ICCROM's activities are carried out as usual according to schedule, with its combination of meetings, frequent missions by staff members and myself, and orderly administrative activity, with the constantly renewed presence of course participants, interns, fellows



and library users. Even former participants visit while passing through Rome on holiday, never failing to come back for a greeting. This institution has obviously left a mark on the personal experience of all. One of the most exciting discoveries I made in my first two years at ICCROM, despite its having been founded as a cold institution by governments alone, was this contagious atmosphere of friendship that develops between people united by their faith in conservation and who use this organization as a vehicle to create a network of personal and professional relationships. I believe that it should not only be maintained,

but supported and developed. With the members of the Council, we are discussing whether we should create a network of ICCROM Alumni, an extensive network that would include all who have passed through these rooms in any capacity and who have drawn valuable lessons on life, as well as professionally, and who have left a precious legacy of their expertise and passion. The upcoming new website will give us, among many new opportunities, the possibility to have an IT tool for building this new network. We need to think about how this online community would work: it should be open, independent, flexible, a source of inspiration, with the least burden possible on the existing work structure.

This autumn is proving to be intense: long preparation for the Council and the General Assembly has already begun, and staff members are currently putting the final touches on the Forum on Conservation Science. We are constantly monitoring the progress made in the renovation of the new headquarters, which we already imagine full of life and activity. It is a monument, a former convent, very different from the

concrete building that hosts us now and, frankly, that we love mostly for the memory of fruitful working hours spent there. The character of the cultural heritage of our new premises, confirmed and expanded by the archaeological excavations that were made during the restoration, will give us the opportunity to carry out additional work to that included in the regular programme. For example, we would like to create a small museum for the Porta Portese district, in order to provide our guests and local inhabitants with some glimpses of the history of Rome. Although without statues and marble, the history is just as interesting—how an ancient warehouse district that served the Tiber River port became, during the Middle Ages, a hostel for travelers who got off the boats or entered through the gate on via Portuense. Or how one of the most beloved and ecumenical personalities in Christianity, Francis of Assisi, had stayed there, and how this memory has for centuries inspired a small community of friars dedicated to taking care of the sick and the needy. Or how at the threshold of Enlightenment, this tradition was taken up and expanded by the

Papacy in the Institute of S. Michele. In short, these are all elements of a story whose features (hospitality, dialogue, compassion) seem to be tailor-made to host an organization like ICCROM. And I hope that we can add a conference room where our staff and guests can tell other similar stories from other parts of the world.

In order to realize this and other plans that the General Assembly has approved within the programmes assigned as the Secretariat's mission, we will need additional financial resources. Unfortunately, the funds from the regular contributions by Member States have been insufficient to cover needs for a long time; in the past, it was already necessary to make some heavy cuts, some of which were extremely painful, such as eliminating scholarships. I will raise the issue again in my report to the General Assembly so that the Member States will help us find a solution. The Bureau of the ICCROM Council, fully aware of the situation, has approved the idea to resort to fundraising, more systematically than in the past, and we tried to carry out an initial investigation on the possibility to implement this hypothesis. From a

study on the methods used by other organizations in this area, it has clearly emerged, however, that for effectively carrying out this activity, it is necessary to dedicate a minimum number of specialized staff. We will ask our Member States if any of them wish to support us in this effort to improve our economic sustainability in order to maintain the quality that has always distinguished ICCROM. Nevertheless, we shall never accept defeat. ICCROM has a great tradition and excellent reputation acquired during decades of dedication to all its stakeholders, internal and external, for the cause of cultural heritage. The growing number of Member States is a good testimony of this reputation.



Stefano De Caro
Director-General of ICCROM

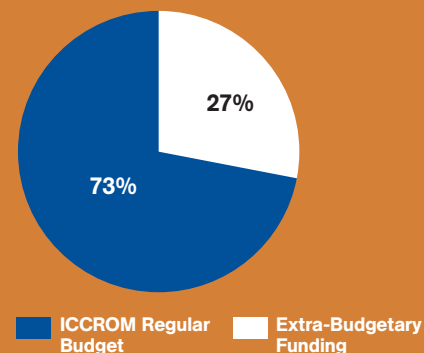
ICCROM at a Glance: 2012 – 2013 Biennium

Target Indicators and our Achievements

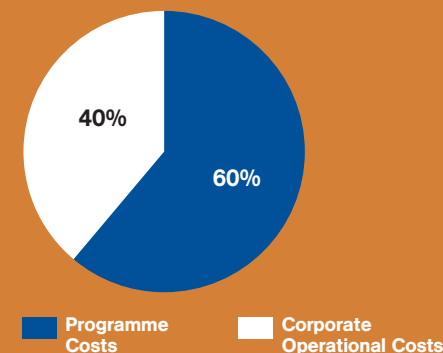
Target indicators in the Programme and Budget for the 2012–2013 biennium outlined the following expected results:	In the period of November 2011 – October 2013 the following results were achieved:
12–18 courses would be implemented	18 courses were implemented
50–80 weeks of courses would be carried out	70.5 weeks of courses were carried out
200–300 professionals would be trained	285 professionals were trained
150–250 resource persons would be engaged in training activities	269 resource persons were engaged in training activities*
8–12 fellows and visiting researchers would be hosted at ICCROM	8 fellows were hosted at ICCROM
8–10 interns would be hosted at ICCROM	20 interns were hosted at ICCROM

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

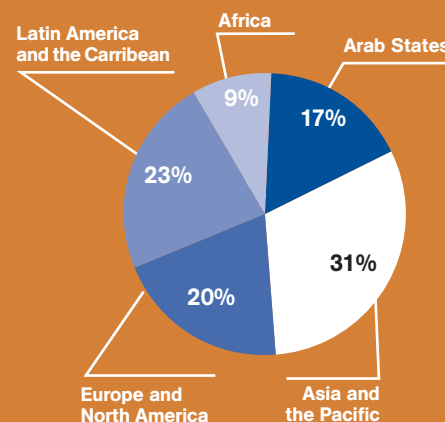
ICCROM's Total Budget 2012 – 2013
(€ 10,512,112)



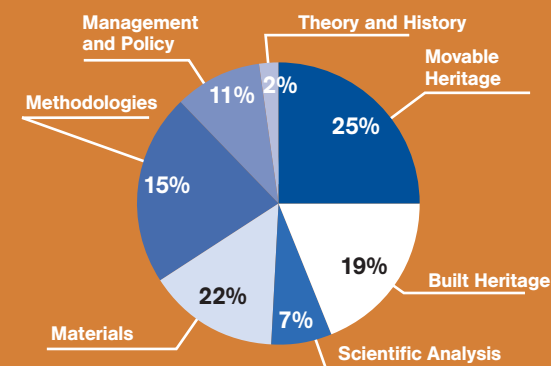
How the Budget was Distributed 2012 – 2013
(€ 10,512,112)



Regional Distribution of ICCROM Course Participants 2012 – 2013



This Biennium's Conservation Literature
A Topical Snapshot from the ICCROM Library



This graph demonstrates the broad subject distribution of published materials from 2012–2013 that have been catalogued and are available from the ICCROM Library.

Location of ICCROM Training Activities 2012 – 2013*



* Reporting Period: November 2011 to October 2013

ICCROM News

New Partnerships

Over the last two years, new partnerships have been initiated and others continued with the aim of fostering a collaboration that allows ICCROM to extend and validate activities within its programmes.

Eleven statements of cooperation have been signed. Amongst these are agreements with Italian institutions to reiterate mutual collaboration on conservation initiatives (signed with the

National Research Council and its Institute for the Conservation and Promotion of Cultural Heritage, Federculture, the International Association for Classical Archaeology and the *Archivio Internazionale per la Storia e l'Attualità del Restauro per Cesare Brandi*).

In a broader regional framework, an agreement for cooperation on training and research in Asia and the Pacific was signed with the Cultural Heritage Administration of the Republic of Korea. A partnership with the Iranian Cultural Heritage, Handicrafts and Tourism Organization (ICHTO) has been ratified to develop broad and concrete collaboration in training activities, and to implement plans for the protection and preservation of heritage. ICCROM also signed with the Getty Conservation Institute (GCI), the International Committee for the Conservation of Mosaics (ICCM) and the Algerian National Management Agency for the Implementation of Major Projects in the Cultural Sector, a specific agreement to train professionals and implement projects pertaining to mosaics conservation.

The growing interest of universities to collaborate with ICCROM is reflected by agreements signed with the University of Nova Gorica, Slovenia, for cooperation on architectural and environment heritage, cultural and urban landscapes; Sapienza

University of Rome, Italy, for training and internship programmes; and the *Università di Comunicazione e Lingue* (IULM), Italy, for cooperation on multi-sectorial activities.

ICCROM has also developed a campaign to identify new fundraising strategies and study the international context of private capital. The main goal is to support the preservation and enhancement of cultural heritage in Italy and abroad. An agreement with Invitalia has been signed to improve these capacities.

In order to cooperate with regional and local institutions worldwide, three memoranda of understanding have been signed for the organization of our courses: with the Getty Trust for the International Course on Stone Conservation; with the Trust for African Rock Art for this year's SOIMA course; and with INTERSOS for First Aid to Cultural Heritage in Times of Conflict.

Furthermore, ICCROM is cooperating with the Swiss Federal Department of Foreign Affairs and CyArk on a project on digital recording and dissemination of information on rock art in Somaliland.

New Member State

ICCROM is pleased to announce the adhesion of Malawi on 25 July 2013.

Update on our New Headquarters

Since 2009, the Italian Ministry of Cultural Heritage and Activities (MiBAC) has been rehabilitating the former Convent of San Francesco a Ripa, down the road from ICCROM's current premises.

This historic complex was built and completed between the tenth and thirteenth centuries on the ancient field of Bruciano.





Constructed at the request of Count Benedetto of Campania, it was originally named after Saints Cosmas and Damian. It also served as a hostel for pilgrims who arrived at the Ripa Grande river harbour, and in fact, Francis of Assisi once stayed there during a visit to Rome. For this reason, the complex was later given to the Franciscans in 1229, in memory of their founder.

Regarding restoration activities that have taken place this year, the eighteenth century

lavatorium in the south courtyard is nearly completed. In addition, special attention was given to the underground Roman cistern found during the rescue archaeology campaigns carried out in the first phase of the project. At press time, it is estimated that the offices of the Director-General and Administration will be completed at the end of 2013, in addition to a subterranean area that could be designated as a museum, containing a small exhibition of the archaeological material discovered during the restoration works.

Cynthia Ide Rockwell (1936 – 2013)

Cynthia Rockwell, ICCROM's former Chief of Communications and Publications, passed away on 28 April. ICCROM had the privilege of working with her for over 40 years, as she carefully tended over 50 titles on a broad range of conservation topics. Under her direction, ICCROM publications became a byword for quality and high standards.

Cynthia's innate talent with the English language made her invaluable in a multicultural organization. She worked with colleagues worldwide to hone clarity, while respecting the cultural specificity and native tone of the writer. Her simple, yet elegant writing style, her practical sense and her gentle humour charmed the many people with whom she came into contact.

Her association with ICCROM began in 1974 with her work on the *International Index on Training in Conservation of*

Cultural Property. After attending the 1976 edition of the Preventive Conservation in Museums course as a participant, Cynthia collaborated on producing the first and second Mosaics conference proceedings, on deterioration and conservation and on safeguard. This series would later become the International Committee for the Conservation of Mosaics (ICCM) conference proceedings, which have now reached their eleventh edition.

In 1980 she became a permanent staff member, responsible for publications and documentation, assisted by Mónica García Robles. Their small team produced books and conference proceedings in multiple languages, along with the ICCROM Newsletter and Stop Press, and many brochures, leaflets and other promotional materials. She also represented ICCROM at the Annual Meetings of Editors of UN Periodicals, and served on the ICCROM Council Standards and Training Committee, in addition to teaching on various courses. She was further instrumental in developing a series of databases that are still essential to ICCROM's activities.

Cynthia was also one of a group of translators to tackle Cesare Brandi's monumental text. Her English translation, *Theory of Restoration*, represents one of her crowning achievements, and was a major contribution to the conservation world.



Training: international courses

As a primary area of ICCROM's focus, our international training efforts are a point of pride for the organization. We have been offering mid-career professionals quality courses for over 50 years, covering a plethora of topics. Content and pedagogy incorporates knowledge and skills that come from a diversity of approaches and methodologies from around the world, and activities range from lectures to practical hands-on exercises, 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 during the course.

Our training is constantly evolving to cater to contemporary needs in the field heritage conservation, and we strive for continuous improvement by innovating and exploring new ways of delivering results. We consider our training a job well done when participants return to their countries of origin and are able to make a positive impact on practice and policy making. How can we be sure that former course participants have strengthened institutional capacities? By keeping in touch with each of them through our vast network and continuing fruitful exchanges long after a course has ended.

From November 2012 to October 2013, ICCROM organized five international courses. These took place in Japan (two) and Kenya, in addition to Rome (two). A total of 22 and a half weeks of learning took place in this 12-month period, and 72 participants took part in these opportunities.

International Course on Stone Conservation (SC 13) 10 April – 28 June 2013

The eighteenth International Course on Stone Conservation took place from 10 April to 28 June 2013 at ICCROM's premises in Rome. The course, a partnership with the Getty Conservation Institute, built on the curriculum developed in 2011 when the course was moved from Venice to Rome.

The three-month course consisted of six modules covering the key processes of researching, planning and executing a stone conservation operation. There was a careful balance between theoretical and practical sessions, and as much as possible, the didactic sessions were complemented with site visits and hands-on sessions. The course also went on a study tour to the Carrara marble quarries in Tuscany, as well as the cities of Parma and Florence. In keeping with the history of the course, participants also visited Venice where they saw conservation works at the Ducal Palace, the Doges Palace and Piazza San Marco. The city of Rome was also used as a classroom, with visits to a number of important monuments in addition to a trip to the Vatican Stone Conservation Laboratory. As in 2011, the course partnered with the Non-Catholic Cemetery in Rome for hands-on field work. This year, seven stone tombs at the cemetery were documented, their conservation problems diagnosed and conservation treatments carried out.

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





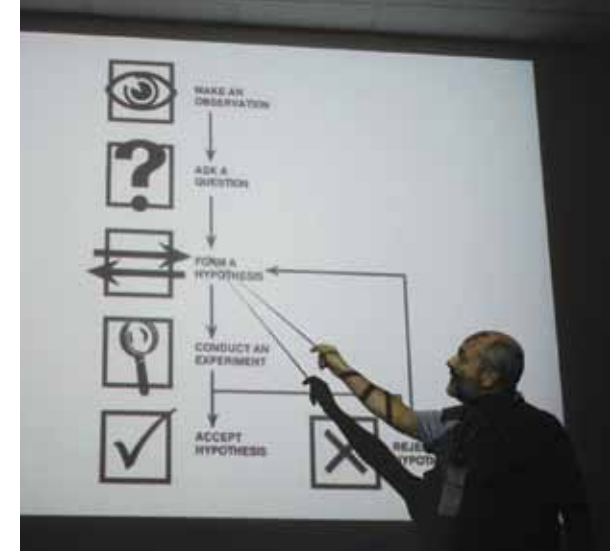
Communication and Teaching Skills in Conservation and Science

15 – 26 July 2013

Conservation education programmes and professional development activities are under pressure to teach more in less time. Now is the time to rethink our way of teaching and to investigate the potential of new didactic approaches to learning about conservation and science.

To address this need, ICCROM held an intensive summer school on Communication and Teaching Skills in Conservation and Science, which explored innovative and effective modalities of learning and teaching. The summer school offered conceptual and practical tools for designing and implementing educational activities on the subject. Participants and the course team spent two inspirational weeks reflecting on how teaching and learning go together, and how both can be fun and engaging. Through interactive sessions in the classroom and around Rome (for example, at the Piazza San Cosimato Market, the ICCROM Laboratory and Palazzo Valentini), they were able to explore new ways of learning about conservation and science and revisit existing practices.

As one participant stated, "I have never laughed so much during a course and learned so much as a result. It is possible!" Our hope is that they will form the basis of an international community of humble, brave and happy teachers and communicators in conservation.



Conservation of Japanese Paper (JPC 13)

26 August – 13 September 2013

Over the years, the intensive JPC course has been a seminal moment in the professional development of over 200 colleagues around the world. For over two decades, the opportunity to work alongside leading specialists from the most prestigious conservation studios in Japan has shaped the thinking and professional practice of the course participants. The cornerstone of this work has been the commitment of *Tobunken*, the Japanese national heritage authority.

The course took place once again in Tokyo, where a small group of professionals from around the world gained knowledge and experience through lectures, practical workshops and a study tour to Kyoto and other locations, where they visited traditional paper-making masters and mounting studios.

The Japanese paper mounting tradition has developed a highly specialized world of tools, materials and elements of work space design that are an integral part of the Japanese way of working. Only in a handful of places outside Japan have full-fledged, Japanese-style conservation studios been established. However, all JPC participants have to make choices of what tools and materials to incorporate into their daily practice, and how to apply Japanese techniques using their local tools.

In 2011, our partnership with *Tobunken* took on a new dimension with the development

of a Spanish language, LATAM edition of JPC in Mexico, carried out with the support and leadership of the *Instituto Nacional de Antropología e Historia* (INAH) and its *Coordinación Nacional de Conservación del Patrimonio Cultural* (CNCPC). The upcoming second edition of the Mexico course in November 2013 will once more provide an opportunity for a fruitful and mutually-enriching dialogue between the professionals in Latin America and Japan.

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

Disaster Risk Management of Cultural Heritage (ITC 13)

7 – 21 September 2013

The eighth International Training Course on Disaster Risk Management of Cultural Heritage recently took place in Kyoto, Japan. The course is implemented by the Ritsumeikan University, the UNESCO Chair on Cultural Heritage and Risk Management, in partnership with ICCROM, the UNESCO World Heritage Centre and ICOMOS. Ten mid-career professionals from Indonesia, the Maldives, Nepal, Thailand, Italy, Tanzania, Nigeria and Afghanistan participated in the course.

This year the course was based on the theme, 'Reducing disaster risks to historic urban areas and their territorial settings through mitigation'. It mainly focused on the policies and planning measures for mitigating risks to cultural heritage from multiple hazards such as earthquakes, floods, landslides and fires, especially in the rapidly urbanizing context of developing countries. Special techniques for mitigating

risks from earthquakes and fires were also highlighted in addition to policies, planning and designing interventions for the long-term restoration and rehabilitation of cultural heritage following a disaster. This was done through a special workshop in the area affected by the Great East Japan Disaster in 2011. At the conclusion of the course, participants presented an outline for a disaster risk reduction strategy for a site in their own country, developing a short disaster scenario, a site assessment and strategies for prevention, response and recovery. These strategies were then presented to a jury for final evaluation.

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

Safeguarding Sound and Image Collections (SOIMA 13)

23 September – 16 October 2013

Geared to meet the challenge of preserving a fast disappearing sound and image heritage, the fourth international course



of the SOIMA Sound and Image Collections Conservation programme was held this year in Nairobi, Kenya. This course brought together 16 participants from 15 countries.

Can smart phone technologies help preserve and provide access to sound and image heritage? As Kenya is the location of a growing market for web and smart phone technologies, a key component of the course focused on exploiting such technologies for developing sustainable digital preservation and access models for cultural institutions that collect sound and image records. Participants were engaged in creating business models that would encourage access to sounds and images through smart phones and other hand held devices, and at the same time help generate revenue for preservation activities.

Other learning activities ensured that after the training, the participants would be able to manage risks to their collections within given means, and advocate for the need to take immediate action to safeguard this endangered heritage. The international teaching team that led the training included four former SOIMA participants from Belgium, Lithuania, Guatemala and Kenya.

Throughout the course, participants were encouraged to think of innovative ways of involving the local communities in archiving sounds and images, and raising the profile of this type of heritage. The course concluded with the presentation of follow-up projects that participants would carry out in their respective institutions after the training.

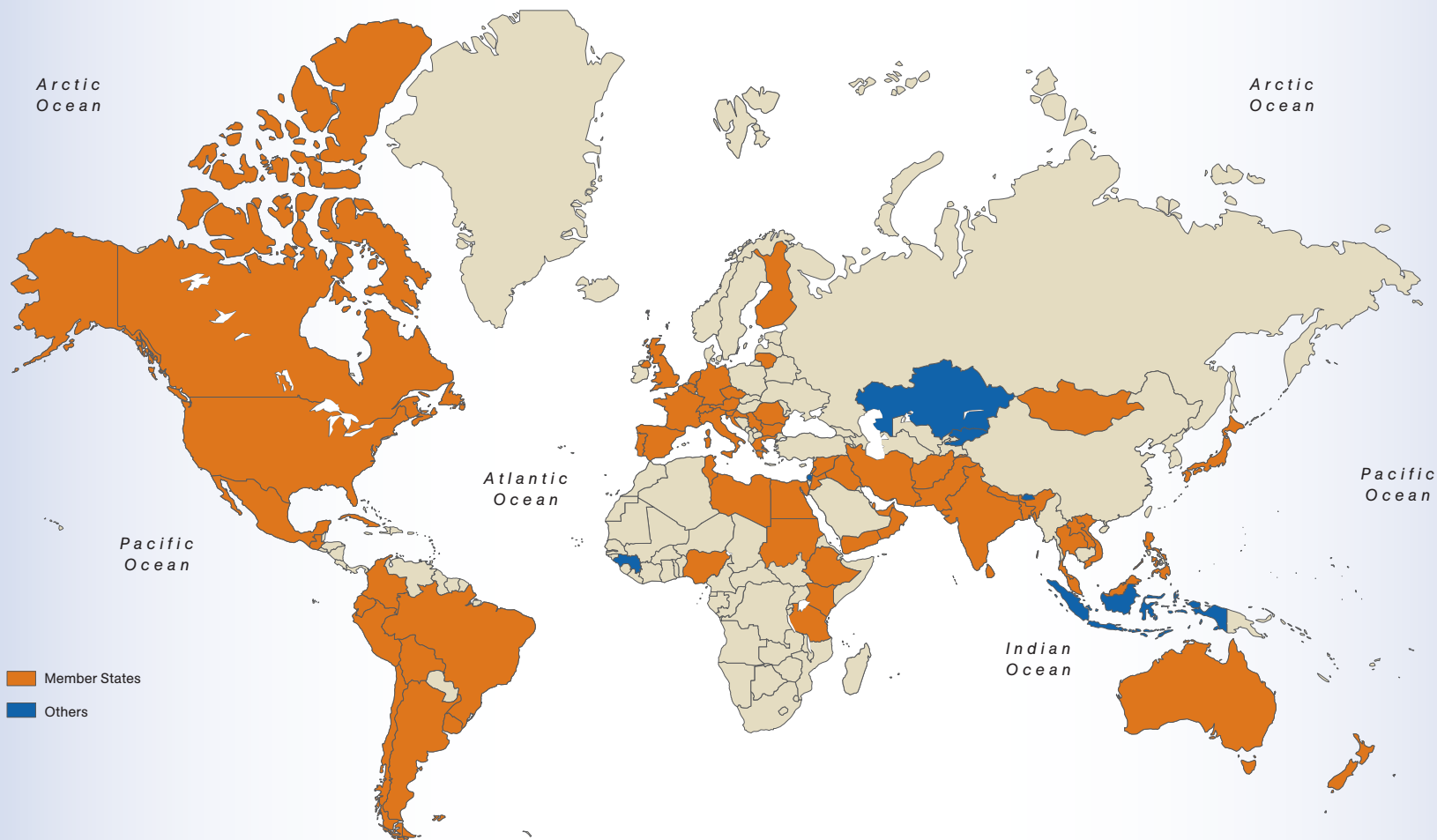
Partners: International Federation of Television Archives; Kenya Broadcasting Corporation; National Archive of Kenya; National Museums of Kenya; and the Trust for African Rock Art (TARA), Kenya.





International Training: who benefited?

Afghanistan	Brazil	Ethiopia	India	Malaysia	Nigeria	Slovenia	United Kingdom of	United States of	Guinea
Argentina	Bulgaria	Finland	Iran	Maldives	Peru	Spain	Great Britain and	America	Indonesia
Australia	Canada	France	Italy	Malta	Philippines	Switzerland	Northern Ireland		
Austria	Croatia	Germany	Japan	Mexico	Portugal	Syrian Arab Republic	United Republic of		
Belgium	Cuba	Greece	Lithuania	Nepal	Romania	Thailand	Tanzania		
Bolivia	Czech Republic	Guatemala		Netherlands	Serbia				



Regional Training: who benefited?

Afghanistan	Chile	India	Republic	New Zealand	Sri Lanka	United Arab	Uruguay	Bhutan	Kyrgyzstan
Argentina	Colombia	Iraq	Lebanon	Oman	Sudan	Emirates	Viet Nam	Indonesia	Marshall Islands
Bahrain	Cuba	Italy	Libya	Pakistan	Syrian Arab	United Kingdom of	Yemen	Kazakhstan	Palestinian Territories
Bangladesh	Ecuador	Japan	Maldives	Peru	Republic	Great Britain and			
Brazil	Egypt	Jordan	Mexico	Philippines	Thailand	Northern Ireland			
Brunei	Finland	Lao People's	Mongolia	Qatar	Tunisia	United States of			
Canada	France	Democratic	Nepal	Spain		America			

Training: regional activities

In close collaboration with locally-based institutions within our Member States, ICCROM offers training programmes in various world regions to address conservation issues through specific perspectives related to common cultural or geographical areas.

Most heritage professionals will recognize that regional collaboration and the strengthening of networks is of paramount importance to practicing conservation in today's world. Structured cooperation between geographically proximate initiatives can bring substantial added benefits to a network of institutions in a region, and to the organizations working together on international cooperation.

Our ability to operate regionally and carry out activities hinges the availability of funding and fruitful collaboration with our longstanding partners (mentioned throughout this report). Most regional training initiatives are part of wider strategies such as the ATHAR programme, targeting Arab states, LATAM for the Latin America and the Caribbean region, or MOSAIKON, for the southeastern Mediterranean.

In January, ICCROM hosted the MOSAIKON yearly partner meeting to discuss and review the current programme development. While the regional training for technicians of in situ mosaics is ongoing under the leadership of the Getty Conservation Institute, the other partners, the Getty Foundation, the International Committee for the Conservation of Mosaics (ICCM) and ICCROM are busy preparing activities for 2014, including training, research and publications.

Activities within our regional programmes from November 2012 to October 2013 included three courses for a total of 11 weeks of learning. Sixty participants took part in these courses.

ATHAR

Conserving cultural heritage in the Arab region

ATHAR is a long-term programme dedicated to archaeological and architectural heritage in the Arab states. Since the inauguration of the ATHAR Regional Centre in Sharjah, United Arab Emirates in 2012, the programme has continued its commitment to promoting good practice in the Arab world. As a training and development institution, the Centre has implemented a number of activities this past year under the patronage of His Highness Dr Sheikh Sultan bin Mohammed Al Qasimi, Member of the Supreme Council and Ruler of Sharjah.

In its fourth edition, the Core Regional Course on the Management and Conservation of Cultural Heritage: Sites and Museum Collections (CRC4) took place from 11 November to 13 December 2012 in Sharjah and in Doha, Qatar. This course addressed a wide range of conservation issues, especially those relevant to existing and emerging needs in the region. Whereas previous ATHAR foundation courses have focused on immovable heritage, the widened scope of CRC4 covered issues related to collections in museums and storage. The topics of heritage documentation, condition assessment, site management, museum curation principles, and basic scientific analysis and diagnosis

techniques were addressed. The course additionally shed light on critical issues such as first aid to cultural heritage, risk preparedness, cultural tourism and impact assessments.

Another addition to CRC4 was a one-week study visit to Qatar, co-organized with UCL-Qatar. After visiting several heritage sites, including Al Zubara, recently inscribed on the World Heritage List, participants were able to discuss with experts challenges in the application of heritage management approaches in the region.

At the closing ceremony of the course, His Highness Sheikh Dr Sultan bin Mohammed Al Qasimi announced the inauguration of a higher diploma in cultural heritage conservation management. This postgraduate degree is currently under development and will be implemented in partnership with the University of Sharjah.

As part of the seventh World Archaeological Congress held in January 2013 in Jordan, ATHAR and the University of Vienna co-organized a congress theme, *Archaeology as a Target: Preservation and Heritage Identities in Times of Conflict*. The theme included several sessions examining methodologies developed by specialist organizations in this field. It addressed challenges in protecting cultural heritage in the Arab region, building on practical experiences and lessons





Photo: Accu Nara

learned elsewhere. It devised a number of recommendations aimed at highlighting the role of professionals working in archaeology and heritage. ATHAR continues to provide support through educational programmes to affected countries such as Syria, Libya and Yemen. An online ICOMOS-ICCROM course on the Protection of Syria's Cultural Heritage in Times of Armed Conflict took place in January 2013; other activities are planned to take place during the next biennium.

In addition to the above-mentioned activities, the ATHAR Regional Centre has been working on a number of publications aimed for an Arabic readership. These will include *Issues in the Conservation of Cultural Heritage in the Arab Region*, a compendium of articles and papers by experts from previous ATHAR courses; a newsletter that will be published twice a year and a report on ATHAR course activities.

Visit the ATHAR Regional Centre's website for more information:
www.iccrom.org/athar-centre

Partners: American University of Sharjah, UAE; Arab League Educational, Cultural and Scientific Organization (ALECSO); National Council of Tourism and Antiquities, UAE; Sharjah Department of Information and Culture, UAE; Sharjah Museums Department, UAE; University College London (UCL-Qatar), Qatar; and the University of Sharjah, UAE. Activities were held under the patronage of H.H. Dr Sheikh Sultan bin Mohammed Al Qasimi, Member of the Supreme Council and Ruler of Sharjah, UAE.

Cultural Heritage Protection in the Asia-Pacific Region

3 September – 3 October 2013

The biennial course on Cultural Heritage Protection in the Asia-Pacific Region: Preservation and Restoration of Wooden Structures, was held this fall in Nara, Japan. The course was jointly organized and implemented by ICCROM and the Asia-Pacific Cultural Centre for UNESCO (ACCU, Nara Office), together with other partners in Japan mentioned below. It aimed to improve understanding among participants on the importance of preserving wooden heritage, to exchange knowledge among colleagues and to establish networks. Sixteen participants from 16 countries were brought together to explore such topics as recording and documentation, analytical methods of preservation, maintenance, use and risk management of wooden heritage. These themes were studied through lectures, laboratory work and hands on activities at various heritage sites. The vast experience of Japanese professionals engaged as resource persons did much to enrich the learning process. At the same time, a key component of the course was the opportunity given to all of the participants to present and share issues related to the conservation of wooden heritage in their respective countries.

An important outcome of this training activity is a report prepared at the end of the course by the participants on their experiences. This, together with their individual country

reports, is being published immediately after the conclusion of the course by the ACCU Nara. Funding has been generously provided by ACCU Nara.

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

LATAM

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

The LATAM regional programme has continued to restructure itself during 2013, focusing energies on activities proposed by Member States in the region. On one hand, these build on recent and ongoing international activities of ICCROM; on the other hand, they also adhere to the core principle of LATAM to use expertise and experience existing in the region as the starting point for content and activities.

In October 2013, professionals from eight Latin American countries participated in a course held in Santiago de Chile on risk management for cultural property. The course offered tools for preventive conservation based on risk management models, with an integrated methodology addressing different kinds of damage and loss that affect cultural property. The contribution of the course team from the

region has been vital in both ensuring a regionally relevant focus of the course, as well as facilitating the incorporation of this experience into further development of thinking in this field. The allocation of funds and other resources by the *Centro Nacional de Conservación y Restauración* (CNCR) and the *Dirección de Bibliotecas, Archivos y Museos* (Dibam) was crucial for the implementation of this activity. Additional support received from the regional organization, Ibermuseos, also attests to the interest in this methodology and its usefulness for the heritage actors in the region.

The significant support for LATAM activities by Mexican heritage authorities has also continued this year. A substantial survey is being carried out by *Instituto Nacional de Antropología e Historia* (INAH) of Mexico on the situation and challenges of stone conservation in the region, as well as mapping existing expertise on this material of crucial importance for both pre-Columbian and colonial heritage. The results of this survey will inform the adaptation of the ICCROM Stone Course to be organized for LATAM in 2014. Collaboration between the heritage authorities in Japan and Mexico has also continued to further develop the LATAM course on the Conservation of Japanese Paper, the second edition of which will be carried out in November 2013.

In other news, Spanish summaries of last year's publication, *Measuring Heritage Conservation Performance*—proceedings of a seminar organized in 2011 with the *Centro de Estudos Avançados da*



Photo: Rodrigo Pizarro

Conservação Integrada (CECI) in Recife, Brazil—is now available on the ICCROM website. Furthermore, in recognition of ongoing demand by the professional community for more communication and exchange of information, ICCROM has set up an electronic newsletter. The editorial work is carried out by interns at ICCROM and colleagues in Colombia. To further strengthen processes of joint strategic thinking, the Director-General of ICCROM invited the ambassadors of LATAM countries in Rome for a day of consultation

and discussions in June 2013. The constant flow of ideas and consolidation of a common purpose within the professional community will be at the heart of bringing LATAM programme to a new level of programmatic sustainability.

Partners: *Centro Nacional de Conservación y Restauración* (CNCR), Chile; *Dirección de Bibliotecas, Archivos y Museos* (Dibam), Chile; Ibermuseos; and the *Instituto Nacional de Antropología e Historia* (INAH), Mexico.

Research and Development

Parallel to training activities, ICCROM carries out a number of research and development initiatives to prepare for future programmes and investigate specific themes of relevance across the heritage field. A main focus of our efforts this year has been to undertake extensive research in preparation for the Forum on Conservation Science. To this end, over 4000 articles covering 20 years of conservation literature were reviewed in order to capture research trends and identify dissemination strategies.

Another significant activity this year in the area of research and development was the preparation of a discussion paper reviewing the last 20 years of development of disaster risk management in the world. The purpose of this paper, together with the outcomes of the final evaluation and review of the Reducing Risks to Cultural Heritage programme (2003–2013), served as a basis for a planning meeting for the future ICCROM programme on Disaster Risk Management.

For ICCROM, research and development is also a means to explore new ways to fund and support our activities. During the 2011 General Assembly, the RE-ORG methodology for the reorganization of collections storage and documentation was identified as a priority topic. Since then, we have engaged in an innovative process to develop partnerships with our Member

States. This methodology has been so successful thus far that we recently applied it to the re-organization of our own collections housed in our didactic laboratory.

This past year, ICCROM has received a total of 18 fellows and interns who have focused on a variety of topics, from risk management to World Heritage to communications.

ICCROM Forum on Conservation Science

An international Forum on the future of conservation science took place from 16–18 October in Rome. Over the course of three days, more than 80 leading conservation practitioners, scientists, educators and managers came together to think strategically about the role of science in conservation, and its capacity to serve current and future conservation needs. This innovative and groundbreaking event was organized by ICCROM together with a consortium of 15 institution partners, and was the culmination of a two-year collaborative project to review past trends and current realities in conservation science.

Each day started with a single keynote delivered by a speaker from a field outside of cultural heritage conservation, to provide fresh insights and inspiration. Following this, participants worked intensely in small discussion groups, fed by case study evidence from around the world presented by group speakers. The work of the Forum was further supported by data collected by ICCROM over the past year in the form of surveys of the literature, key research and education institutes, and also conservation practitioners worldwide. Throughout the meeting, a vibrant global conversation continued amongst a broad online audience, maintained through live

streaming, live chat and social media. From the Forum transpired a vision for the future of science in conservation, and how it can be more effectively used to support the understanding and preservation of culture through strategic planning and knowledge-sharing. The ICCROM Forum was intended as a first step of information gathering and reflection concerning conservation science. Through this preliminary critical analysis it is hoped to sow the seeds of a broader process for review and strategic thinking on a global level. The results of the Forum will be published in 2014.

ICCROM and the consortium partners wish to thank *Istituto Nazionale per la Grafica, Palazzo Poli* for kindly hosting the meeting, and also the French Embassy and the *Accademia d'Egitto* in Rome for hosting the evening receptions. However, without doubt the greatest debt of gratitude is owed to all of the participants, including those who followed online, for sharing their experience, critical thinking, passion and creativity in an atmosphere of open enquiry that typified the spirit of the Forum days.

Consortium Partners: AHRC/EPSRC Science and Heritage Programme, United Kingdom; Bern University of the Arts, Switzerland; *Centre de recherche et de restauration des musées de France*, France; Canadian Conservation Institute, Canada; National Heritage Center of Tsinghua University, China; National Research Institute of Cultural Heritage, Cultural Heritage Administration, Republic of Korea; National Research Council, Italy; *Faculdade de Ciências e Tecnologia, Universidade Nova de*



Lisboa, Portugal; Getty Conservation Institute (GCI), United States; *Institut royal du Patrimoine artistique*, Belgium; National Heritage Board, Sweden; Cultural Heritage Agency, the Netherlands; Smithsonian Institution, United States; University College London Qatar (UCL-Qatar), United Kingdom and Qatar; and the *Universidade Federal de Minas Gerais-CECOR*, Brazil.

A New Joint Programme on Risk and Disaster Risk Management Managing Risks to Cultural Heritage for Building Disaster Resilient Communities

In July 2013, ICCROM organized a think tank meeting in Rome to lay down the foundations of a new multi-partner programme on Risk and Disaster Risk Management (DRM). Representatives of 14 organizations from the fields of cultural heritage, disaster risk management and humanitarian assistance participated in the meeting. This comes as a response to growing concerns over the rise in the damaging impacts of disasters on cultural heritage, and in particular, the emergence of threats such as extreme weather events caused by climate change and violent conflicts that are increasingly targeting cultural heritage.

The long-term collaborative programme developed through discussions held during the meeting envisages activities that would be aimed at fostering peace and resilience through cultural heritage protection. It will have an overall goal of managing risks to cultural heritage for building resilience against disasters—both natural and man-made—and will espouse the following guiding principles:

- Cultural heritage refers widely to all types of heritage: movable, immovable, tangible, intangible, natural and cultural (formally listed as well as not listed)
- Climate change and adaptation are integrated into the concepts of DRM as promoted by the programme
- The programme promotes a culture of collaboration and respect for the local communities affected by disasters, and recognizes these communities as valuable resources for the programme and not just target audiences
- The programme seeks to build a culture of risk within cultural heritage institutions
- The programme addresses all audiences, professional, institutions, communities and networks

Activities envisaged range from training to awareness raising campaigns, and the creation of an online platform for centralizing information as well as tools for disaster risk management. These activities will utilize existing strengths of ICCROM and its partners in order to achieve maximum impact.

Institutions represented at the meeting: African World Heritage Fund (AWHF), South Africa; Agency for Cultural Affairs (ACA), Japan; Federal University of Pernambuco, Brazil; International Council of Museums (ICOM); International Council on Monuments and Sites – International Scientific Committee on Risk Preparedness (ICOMOS-ICORP); INTERSOS, Italy; Ministry of Cultural Heritage and Activities (MiBAC), Italy; National Heritage Board, Sweden; Netherlands National Commission for UNESCO; Prince Claus Fund for Culture and Development (PCF), the Netherlands; Ritsumeikan University, Japan; Smithsonian Institution, United States; UNESCO World Heritage Centre (WHC); and the United Nations Office for Disaster Risk Reduction (UNISDR).



Photo: Stefan Michalski

International Meeting on Reducing Risks to Cultural Heritage

This year, ICCROM, the Canadian Conservation Institute (CCI) and the Cultural Heritage Agency of the Netherlands (RCE, former ICN) concluded seven years of intense cooperation for the development of the risk management approach for cultural heritage. As a final activity, an international meeting was organized by our partners in the Netherlands in late November 2012. Where only 20 years ago a topic like this would have only been of interest to a few, on this occasion no fewer than 120 people from 37 different countries participated.

In March 2013, our Canadian partners hosted the evaluation meeting—an opportunity to harvest the programme's achievements and identify possible paths for the continuing development of the approach. In seven years and through five international courses, the programme has created a network of 130 professionals from 60 countries. It also produced a substantial body of learning and teaching materials, all systematically reviewed, improved and adapted by the team of partners, consultants and former course participants. These include manuals, a database, a pool of risk scenarios, risk models, risk maps and other tools to better identify, document and analyze risks.

Future challenges include the need to create a culture of risk within institutions, to collect and process data on rare and sporadic risks such as those which result from natural or human hazards, and

to test the method to various types of cultural heritage. Some of these issues will be tackled in the upcoming ICCROM programme on Disaster Risk Management. In the meantime, we continue to monitor and support the outcomes of this immense effort—such as courses, seminars and risk management studies—conceived and implemented by the network.

Partners: Canadian Conservation Institute (CCI) and the Cultural Heritage Agency of the Netherlands (RCE, former ICN).

RE-ORG in Action

Two years ago, the RE-ORG online methodology was launched to help small museums tackle the reorganization of their storage areas. Since then the website has had over 16,500 visitors worldwide, and more than 600 people have created a personal account to track the progress of their reorganization projects. This is a great success for ICCROM and its partners!

This year, ICCROM in collaboration with the Indira Gandhi National Centre for the Arts (IGNCA) applied the methodology during a two-week workshop in Delhi, India, in order to reorganize the documentation system of the Janapada Sampada ethnographic collection at the IGNCA. The *Museu Nacional d'Art de Catalunya*, Spain supported ICCROM in this endeavour by generously lending the expertise of one of its staff members to the workshop.

During the 2011 ICCROM General Assembly, Member States voted a resolution to launch an international programme using



the summer school on Communication and Teaching Skills in Conservation and Science, as well as a massive reorganization of its storage space.

For the stone course, didactic spaces were set up in order to provide participants with useful tools to observe and compare various materials, and prepare and study building products such as mortars. Practical lessons

the RE-ORG methodology. Considering current difficulties in raising funds at an international level, ICCROM has been seeking partner institutions to launch a national or a sub-regional RE-ORG Pilot Project. The 132 Member States have been contacted at different levels with more than 400 letters. As a result, we are now working with some of the countries to develop a concrete project involving teacher training and practical implementation.

Partners: Indira Gandhi National Centre for the Arts (IGNCA), India, and the *Museu Nacional d'Art de Catalunya* (MNAC), Spain.

Activities in the ICCROM Laboratory

The main activities within the ICCROM Laboratory this year have consisted of practical sessions during the International Course on Stone Conservation and

also focused on decay mechanisms, whereby experiments involving the accelerated aging of stone samples or bricks were carried out. Finally, lab lectures were focused on the application of different cleaning materials, comparing the effectiveness of the products versus the ones already in use in the conservation practice.

For the international summer school, the laboratory was used to demonstrate measuring tools to participants. For example, the concept of pH was communicated using a variety of methods, from mouth tasting, to pH paper indicators, to the pH metre. At the same time, colour measuring was discussed by exploring spectrophotometric measurement.

It was during the above activities that the need for a reorganization of the laboratory's storage became clear to ICCROM staff. Thus, ICCROM made use of the RE-ORG

methodology to improve the functionality of the storage spaces for future courses. Valuable samples that have been collected over the years from field activities worldwide can be a rich resource for future studies and a symbol of ICCROM's history. However, usefulness is closely linked with the ability to access and store such material.

The activities in the ICCROM Laboratory were made possible thanks to the efforts of Laboratory Coordinator, Fernanda Prestileo of the National Research Council of Italy (ICVBC-CNR) and Daniela Reggio, conservation scientist and former ICCROM intern.

Interns and Fellows

Young graduates in cultural heritage, engineering, science or management-related fields can contribute their skills and ideas to one of ICCROM's programmes or services. Our internships prepare students for careers in cultural heritage. ICCROM also encourages senior conservation professionals from Member State institutions or organizations to apply for fellowships, undertaking their own research in one of ICCROM's programme areas. Both internships and fellowships are currently self-funded and are open to candidates from ICCROM Member States. Successful candidates are selected on a competitive basis.

For more information, please consult our website or contact internships@iccrom.org or fellowships@iccrom.org





Photo: Stefan Michalski

What are the benefits of an ICCROM internship?

Three of our former interns share their experiences

An ICCROM internship has been one of the most rewarding experiences I have ever had. Working for the Collections Unit has been exceptionally encouraging, and it has provided me with knowledge and different points of view that I can refer to in the future. For example, I learned a great deal on the role of publications in the profession, and in particular, issues related to their accessibility. The work environment is utterly pleasant and gives interns room to think independently. With many nations represented under one roof, ICCROM also provides us with a global view of conservation, its challenges and also success stories. Understanding conservation from this particular angle has effectively recharged my zeal for cultural heritage, which will definitely help me to make a positive impact in my region. I have been able to interact with a diverse group of capable individuals and have also made friendships that I anticipate will be for life. We have worked closely, exchanged ideas on cultural issues and have enjoyed the city that hosts this reputable institution. For me, an internship at ICCROM represents an open door to the world of cultural heritage and an opportunity to learn about the real issues affecting the field.

Ileana Olmos, United States and Panama

When I learned of the Forum on Conservation Science, I immediately knew that the project was consistent with my multidisciplinary skills, and that it would allow me to put my experiences to use while broadening my horizons. I arrived in Rome full of aspirations and a bit of anxiety because of the international context. What I have gotten back from ICCROM has exceeded my original expectations. I was impressed by the level of confidence and responsibility given to me, because I was entrusted with carrying out a survey on literature pertaining to the Forum's theme. ICCROM was also the site of a personal victory—overcoming my fear of speaking in English—and a place where I experienced the unexpected, like learning to make a pizza. But most of all, it was a gateway to the professional world.

Cécilia Anuzet, France

I was drawn to interning with the Living Heritage programme for its parallels with my personal research and to further explore what I felt (and now feel even more) is a cutting-edge approach to heritage management. I have benefited enormously from the wealth of field experience, past research and relentlessly inquisitive

attitudes which my colleagues have shared with me in the course of further developing the Living Heritage concept. My approach to heritage management in the future has without a doubt been dramatically shaped by my work at ICCROM and by Rome, a laboratory of living heritage itself. Yet, above all, the environment which ICCROM fosters has had the most profound effect on me: with its courses bringing heritage practitioners from around the globe into our offices, visiting researchers arriving to explore new fields and an engaged, thoughtful and reflective staff, ICCROM is a wellspring of creativity in ideas about conservation and its place in the world today. Coffee breaks have never been so enriching! I am unsure of where my adventures with heritage will next take me, but I can be sure that wherever they may be, my time at ICCROM has opened my eyes to the breadth of conservation practices and to new ways of thinking about them.

Ian Dull, United States

Interns and Fellows

November 2012 – October 2013

INTERNS:

Amy Amaya Sanchez, Colombia
Activity: Communications

Erika Anderson, Sweden
Activity: ICCROM Forum

Cecilia Anuzet, France
Activity: ICCROM Forum

Rugile Balkaite, Lithuania
Activity: World Heritage

Giulia Cotta, Italy
Activity: World Heritage

Ian Dull, United States
Activity: Living Heritage

Lucie Fusade, France
Activity: Risk Management

Andrea Martinez Moreno, Colombia
Activity: LATAM

Aya Miyazaki, Japan
Activity: World Heritage

Ileana Olmos, United States and Panama
Activity: ICCROM Forum

Flavia Parisi, Italy
Activity: LATAM

Carla Pianese, Italy
Activity: Risk Management

Lucile Pouillard, France
Activity: Risk Management

FELLOWS:

Safaa Abd El Salam, Egypt
Characterization of ancient mortars and plasters

W. Ward Bucher, United States
Dating buildings resources: establishing an international website

Claudine Deom, Canada
Evolution of education in conservation

Fátima Furtado, Brazil
Climate change, cultural heritage and resilience

Paula Matiz, Colombia
Risk management and cultural heritage



Cooperation and Advice

ICCROM believes in the importance of maintaining strong relations and networks with institutions working in cultural heritage locally, nationally and internationally.

This year, ICCROM has placed significant emphasis on disaster risk management and response. Various outcomes have been touched upon throughout this annual report, however in addition, we have cooperated in workshops organized to train conservation professionals who are in right now in conflict areas and dealing with damaged or destroyed heritage.

As an advisory body to the World Heritage Committee, ICCROM continues its involvement in the various activities that surround this commitment. It also retains a close working relationship with other World Heritage partners, namely ICOMOS, IUCN and of course, UNESCO.

We also continue to work very closely with many other regional organizations within our vast network. Our commitment to the *Ecole du Patrimoine Africain* (EPA) and the Centre for Heritage Development in Africa (CHDA) remain strong, despite the struggles of both of the institutions to maintain financial sustainability.

One of our statutory mandates is to *'give advice and make recommendations on general or specific questions relating to the conservation and restoration of cultural property'*. We take this seriously by responding to *ad hoc* requests from institutions or individuals within our Member States, working closely with partner organizations for joint activities, and representing ICCROM at meetings and various engagements worldwide.

Cultural Heritage First Aiders in the Field

Cooperation with national and international actors

In 2012 and 2013, ICCROM cooperated with former participants and both national and international organizations to strengthen

capacity in order to secure cultural heritage in areas of conflict.

Two workshops in Egypt and Lebanon were led by the former participants of the First Aid to Cultural Heritage in Times of Conflict (FAC) 2011 course. The Prince Claus Fund for Culture and Development financed the training, while ICCROM provided technical inputs. These workshops led to the formation of national heritage rescue teams in both countries.

In view of the extensive damage to cultural heritage due to the ongoing armed conflict in Syria, ICCROM collaborated with ICOMOS and the Directorate-General of Antiquities and Museums of Syria (DGAM) to hold two e-learning courses for Syrian cultural heritage professionals in January and August 2013 respectively. ICCROM's constructive cooperation and its resource persons played a pivotal role in this initiative. The ATHAR Regional Centre helped in the translation of the course materials and technical guidelines into Arabic.

Training materials developed through ICCROM's international courses on First Aid to Cultural Heritage in Times of Armed Conflict were used to provide knowledge and build capacity for emergency response amongst the professionals from Egypt, Lebanon and Syria.



Supporting Conservation in Africa

This year was full of challenges for the two regional centres created by ICCROM: *the Ecole du Patrimoine Africain* (EPA) in Benin, and the Centre of Heritage Development for Africa (CHDA) in Kenya.

Since the restructuring of CHDA in June 2012 due to financial pressures, the National Museums of Kenya (NMK) is now providing full financial support for the organization. Despite this generous contribution by the NMK, the future of CHDA is still uncertain.

EPA has also suffered from financial difficulties, although at a less serious level. In order to improve its sustainability, EPA has developed a new approach to fundraising by requesting the countries that benefit from its services to provide an annual contribution to the organization. To date, Senegal and Côte d'Ivoire have already made commitments to provide this support.

In addition, ICCROM continues its management of the EPA Fund and is pleased to announce that the Ministry of Culture of Luxembourg has made a second contribution of 12,000 euro. Furthermore, the French Ministry of Culture and Communication has renewed for the fifth time, its extraordinary and generous contribution to ICCROM to cover the salary of the coordinator of the EPA Fund. ICCROM is very grateful to these two Member States for this continued support.

Cooperation with World Heritage

ICCROM continues to provide a strong commitment in its role as an Advisory Body to the World Heritage Convention. Between November 2012 and October 2013, ICCROM participated in the 37th Session of the World Heritage Committee held in Phnom Penh, Cambodia, as well as other regular meetings and activities. ICCROM participated in Reactive Monitoring missions to the Royal Palaces of Abomey in Benin, the Cultural and Historic Ensemble of the Solovetsky Islands in the Russian Federation, and the Cornwall and West Devon Mining Landscape in the United Kingdom. ICCROM also organized the annual orientation session for Committee members prior to the 37th session, as well as an additional session held in Paris in January of 2013.

ICCROM conducted and participated in World Heritage related training activities held in Indonesia, Myanmar, Vietnam and Zimbabwe, and attended the closing ceremony in Japan to mark the 40th Anniversary of the Convention.

Also during 2013, ICCROM began a major fundraising effort for the new World Heritage Capacity Building programme to be implemented with IUCN, ICOMOS and the World Heritage Centre in collaboration with the UNESCO Category 2 Centres. The programme targets not only professionals, but also institutions, communities and networks. As part of this programme, ICCROM took the lead in developing a new manual on Managing Cultural World Heritage, which will be published by the end of 2013.



Knowledge and Communication

ICCROM's five main areas of activity—training, information, research, cooperation and advocacy—merge in the various functions of Knowledge and Communications Services. We are the focal point that channels and redistributes information touching all of these themes. Our challenge in a climate of economic austerity and reduced human resources is to find both creative and effective means for best serving our Member States.

Our activities this biennium have consisted of carefully planning the foundations for a new slate of products and services. These will be available in the near future and will continue to improve through careful monitoring and evaluation.

At the same time, we continue our ongoing services in the Library, Archives and on the website. We in Knowledge and Communications Services pride ourselves in providing information as efficiently and effectively as possible.

Ensuring Preservation and Access to our Archives

The Archives, in conjunction with the Information Systems Office, is working on the implementation of an electronic records management system at ICCROM. This system will ensure the proper creation, maintenance and preservation of the records generated during ICCROM's activities and administration. After a process of software identification and customization, the system is being tested with the help of ICCROM staff.

In parallel, a digital preservation policy and strategy to guarantee the long-term preservation and access of ICCROM's digital records has been defined. The policy is included in ICCROM's records management manual, which is in progress. The records management project has applied principles, methodologies, procedures and metadata developed by the InterPARES (The International Research on Permanent Authentic Records in Electronic Systems) Project. This year, a new five-year InterPARES project has started: the

"You are fantastically fast and talented."

(LIBRARY USER, TURKEY)

InterPARES Trust, which aims to develop policies and practices for handling and preserving digital records residing in social media providers and internet services, such as cloud computing. ICCROM Archives is an InterPARES partner together with the UNESCO Archives and the Memory of the World Program, the International Federation of Red Cross and other institutions.

A pilot study for processing the archive of Giorgio Torraca has also begun this year. The goal is to identify a working methodology and the expenses needed to arrange, describe and make accessible this valuable archive to the scientific community. This initial study phase is being funded by the Getty Conservation Institute, managed by ICCROM and carried out by an external archival firm. After the pilot study has been assessed, the next step will be to seek out a consortium of interested partner institutions to provide the funds needed to arrange and digitize the entire archive.

In 2012, ICCROM signed an agreement with the Sapienza University of Rome, in order

"These are amazing!! The pictures you sent are great!"

(ARCHIVE USER, CANADA)



to have university students carry out their internship period at ICCROM. During 2012-2013, the Archives welcomed two interns from the *Scuola di Specializzazione in Beni Archivistici e Librari*.

The ICCROM Archives is open to external researchers by appointment (archive@iccrom.org).

Enhancing Knowledge-Sharing through our Publications

A reduced budget, together with advances in how information is shared digitally, has given us the opportunity to rethink ICCROM's role as a publisher of conservation literature. As information is accessed increasingly online, we have begun to concentrate more on the dissemination of texts electronically for free over printed material. At the same time, we feel it is important that the conservation world have access to the variety of publications that have been produced by ICCROM over the past 40 years.

As a result, our efforts this year have focused on scanning past ICCROM and ICCM publications. This is currently taking place at the Treventus facility in Vienna, Austria. Partner organizations and individual authors have agreed to share their copyright so that these hard-to-find publications can be freely available online under a Creative Commons Attribution Non-Commercial No-Derivatives License (BY-NC-ND).

The scanned publications will be made available on the new ICCROM website,

with digital copies shared with our partner organizations collaborating on the respective publications. Our goal is and will remain to ensure the widest possible cost-free availability and readership.

Providing Service through our Library

The Library is open to all researchers in conservation and restoration, and no appointment or advance permission is necessary. Working hours are from 10am to 5pm, Monday to Friday. For any questions about our services and collection, contact us at library@iccrom.org

In the period of November 2012 through September 2013, the ICCROM Library hosted over 1000 persons on site in our reading room. Our highest daily visitation statistics are for citizens of Italy, Turkey, Cyprus, the United States, Finland, Brazil and Spain.

Off site, the ICCROM Library was able to assist remote users by answering 260 email reference requests and document delivery orders. The countries taking most advantage of this service by number of orders are Italy, Great Britain, Belgium, France and the United States.

Upon request, the Library can facilitate longer study periods by providing researchers with workspace and invitation letters. The letters are intended to help researchers apply for funding and obtain leaves of absence from their universities or workplaces. Graduate theses in

conservation are frequently researched and written in the ICCROM Library – even a brief study period of a week or two can be enormously helpful for a successful thesis.

In an effort to spread the services of the Library in a more equitable way and to ensure widest geographic distribution, the Library through its TAS (Technical Assistance) service has made a substantial book donation to the *Museo de Arte de Lima*, Peru, and Hazara University, Pakistan. The ICCROM Library also made a seed contribution to the new Library collection of the ICCROM-ATHAR Regional Conservation Centre in Sharjah, UAE. Additionally, the TAS service donated 129 titles of conservation literature, mainly to ICCROM course participants coming from all regions of the world.

Engaging with our Online Community

ICCROM's website is a window to the world, a mirror of the many activities that we undertake. It is a fount of valuable information, and as such, has very much been appreciated in the conservation world. However, recent changes in technology and parallel changes in how an organization communicates have made an upgrade necessary to a platform that will best serve our online community.

This past year, following a feasibility study to improve online communications, we have embarked upon the lengthy yet important process of upgrading to a new web system. The design of the new interface is

“Thanks to ICCROM for having an active and fun Facebook page; it’s one of the best association pages out there!”

(FACEBOOK FAN, AUSTRALIA)

complete, and we are now refining both the information architecture and programming. Our objective with the new website is to bring to the forefront the wide range of information and resources we offer, and in certain instances, to introduce new and improved features that will enhance our ability to provide our audience with meaningful information.

In the meantime, our engagement with the online community continues to flourish on Facebook and Twitter. Both sites have become an integral part of our daily activities, as we engage with a constantly growing fanbase on a variety of conservation issues.

Our social media presence, together with the upcoming website, fit into an overarching marketing and communications strategy that we are currently developing. Our objective is to enhance our visibility as an organization that exists to serve you, and in so doing, improve your access to the variety of resources and opportunities that we offer.



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Financial Information

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

	ICCROM Funds	Partner Funds	Total
INCOME			
Member States Contributions	7,221,296.00	0.00	7,221,296.00
Other Contributions ¹	0.00	1,843,292.13	1,843,292.13
Other Income ²	407,598.81	0.00	407,598.81
TOTAL INCOME (A)	7,628,894.81	1,843,292.13	9,472,186.94
EXPENDITURES			
Personnel Costs ³	5,279,323.11	522,600.84	5,801,923.95
Programme Costs ⁴	1,018,185.83	1,064,617.21	2,082,803.04
Financial Operation ⁵	50,706.76	135,782.42	186,489.18
TOTAL EXPENDITURES (B)	6,348,215.70	1,723,000.47	8,071,216.17
OPERATIONAL SURPLUS (A-B)	1,280,679.11	120,291.66	1,400,970.77
EXCESS OF INCOME OVER EXPENDITURE TO INCREASE OPERATIONAL RESERVE			1,400,970.77

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

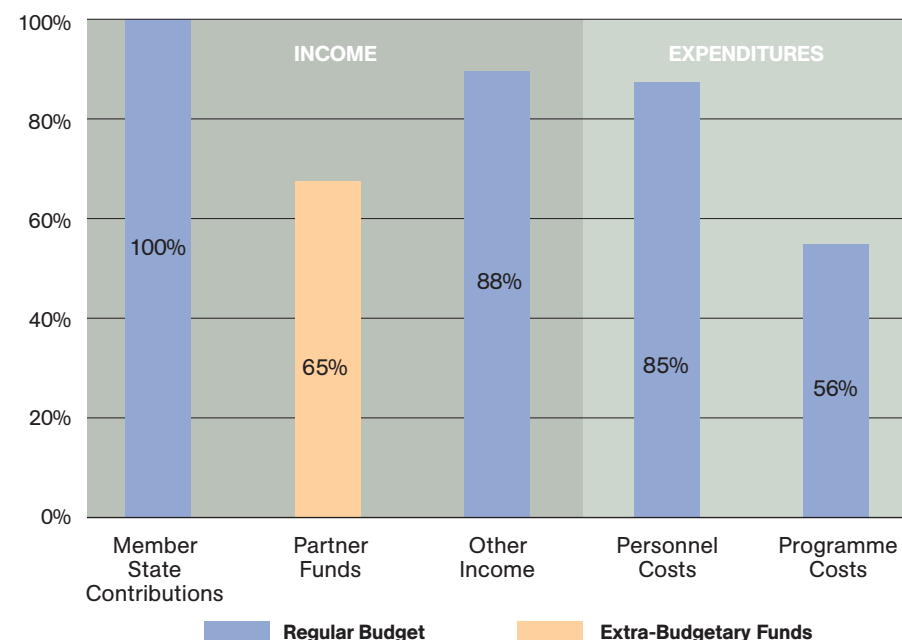
² Other Income: interests on ordinary bank accounts, administrative costs recovery, course fees, sales of publications and photocopies, and gain on invested funds.

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

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

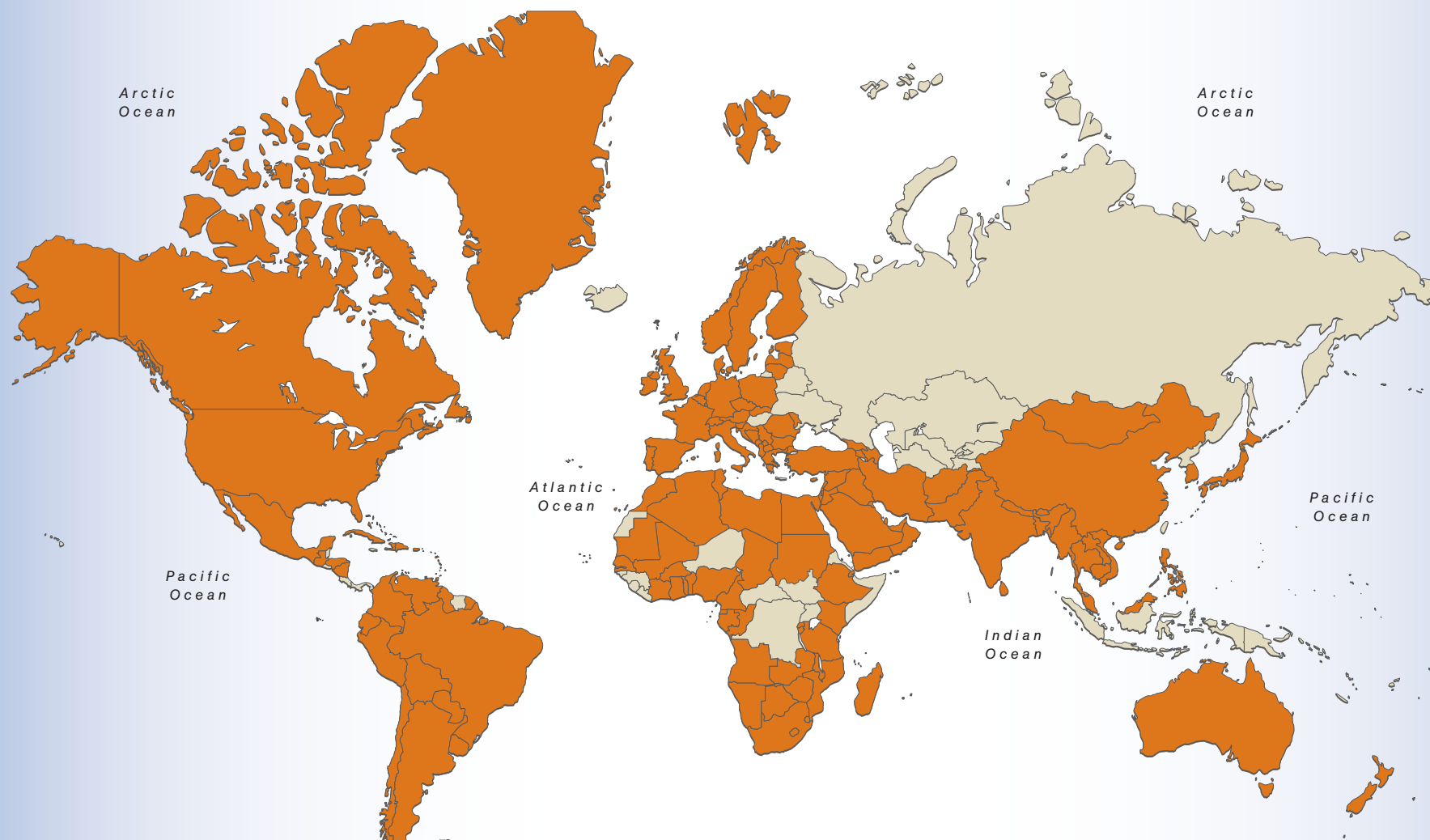
⁵ Financial Operations: bad debts, amounts returned to sponsors, increase of reserve funds and other sources of funds.

Total Budget Implementation Including Extra-Budgetary (Partner) Funds as at 30 September 2013



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

*The figures in this section reflect the income received and expenditures incurred during the **first 21 months** of a 24-month (2012–2013) biennium.*



ICCROM Member States as of October 2013

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

Permanent Observer Sovereign Military Order of Malta



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

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Pascale Retailleau, Administrative Clerk
Alice Iemali, Clerk

Sites Unit

Joseph King, Unit Director
Zaki Aslan, Project Manager, ATHAR
Gamini Wijesuriya, Project Manager
Yohei Kiyonaga, Project Manager
Elena Incerti Medici, Senior Administrative Assistant
Sonia Widmer, Administrative Assistant
Rahel Wolde Mikael, Administrative Assistant, ATHAR

Collections Unit

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

Knowledge and Communication Services

Paul Arenson, Manager
Maria Mata Caravaca, Archivist
Jennifer Copithorne, Communication and Web Officer
Gianna Paganelli, Library Assistant
Daniela Sauer, Library Assistant
Nicolina Falciglia, Library, Technical Assistant
Sabina Giuriati, Information Systems Clerk
Elisa Ortiz, Administrative Assistant

Finance and Administration

Bruno Pisani, Manager of Finance and Administration
Roberto Nahum, Information Systems Administrator
M. Anna Stewart, Coordinator, Training Information and Fellowships
Alessandro Menicucci, Head of Accountancy
Maurizio Moriconi, Accounting Assistant
Anna Berardino, Accounting Clerk
Cristina Parrini, Accounting Clerk
Pietro Baldi, Head of Logistics
Giuseppe Cioffi, Logistics Assistant
Marco Carra, Helpdesk Clerk

On the cover: Depiction of the hospice of San Michele, based on a 1750 engraving by Giuseppe Vasi. Rendered by participants of the 1983 Conservation of Mural Paintings course, ICCROM.

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