

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

Annual Report

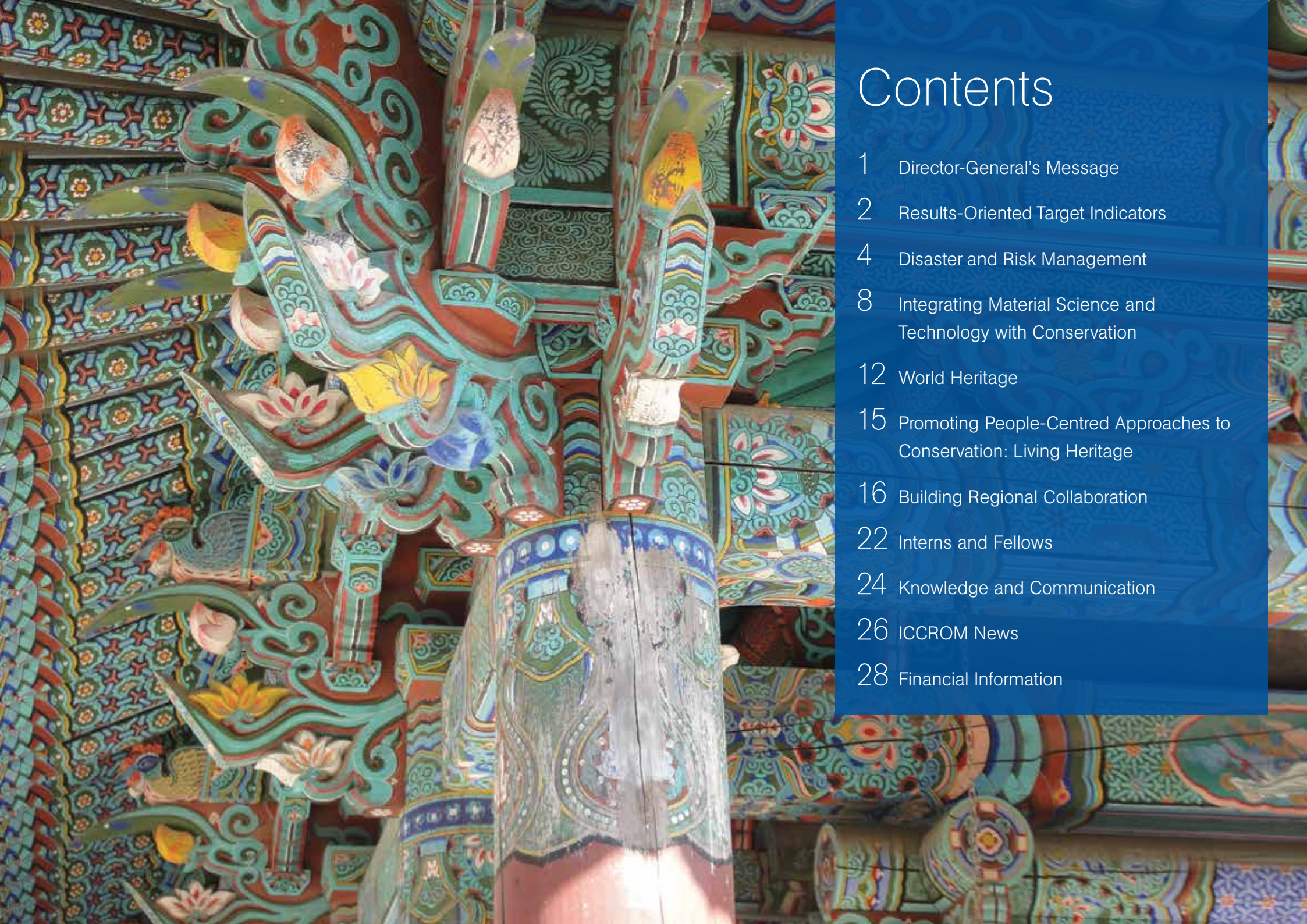
November 2013 – October 2014

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ICCROM





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Director-General's Message



Dear members and friends of the ICCROM community,

We currently live in a time of increasingly acute crisis, in a situation that Pope Francis has correctly described as a 'Piecemeal' World War III. In fact, according to the Institute for Economics and Peace's Global Peace Index, out of 162 countries analyzed in its studies, only 11 are not involved in any conflict!

New conflicts have been added to old ones – even in the heart of Europe – and in only a few cases have hostilities been suspended, let alone peace achieved.

In this climate, the activities of international intergovernmental organizations such as ours, which advocate for the principles of peace, solidarity and coexistence, seem undermined by an irreconcilable paradox. Many governments which espouse the UN system and accept

its principles of peace nevertheless find themselves unable to stop using war as a means of asserting their interests.

How then, when so many lives are so easily sacrificed, can we believe that the conservation of humanity's cultural heritage has any real relevance in a world like this – beyond the general rush to inscribe sites on UNESCO's World Heritage List? In saying this, I certainly do not mean to place the value of culture before that of human life. One cannot care for heritage and memory if care is not also taken to protect the individuals and communities who embody it.

For this reason, we believe that in these hard times, ICCROM and our network of partners and professionals must commit to working even harder to integrate our actions with those of other organizations, placing special emphasis on crisis situations, whether real or potential. At the same time,

we must strive to continue promoting good practice through our various programmes.

The voice of the heritage community has a moral influence. We should not underestimate it. Let's use it with determination.

Stefano De Caro
Director-General of ICCROM



Results-Oriented Target Indicators

What we have achieved so far

Target indicators in the Programme and Budget for the 2014–2015 biennium outline the following expected results:	In the period of November 2013 – October 2014 the following results have already been achieved:
10–12 courses will be implemented	10 courses were implemented
43–53 weeks of courses will be carried out	32 weeks of courses were carried out
145–180 professionals will be trained	148 professionals were trained
85–117 resource persons will be engaged in training activities	168 resource persons were engaged in training activities*
4–8 fellows and visiting researchers will be hosted at ICCROM	4 fellows were hosted at ICCROM
4–8 interns will be hosted at ICCROM	17 interns were hosted at ICCROM

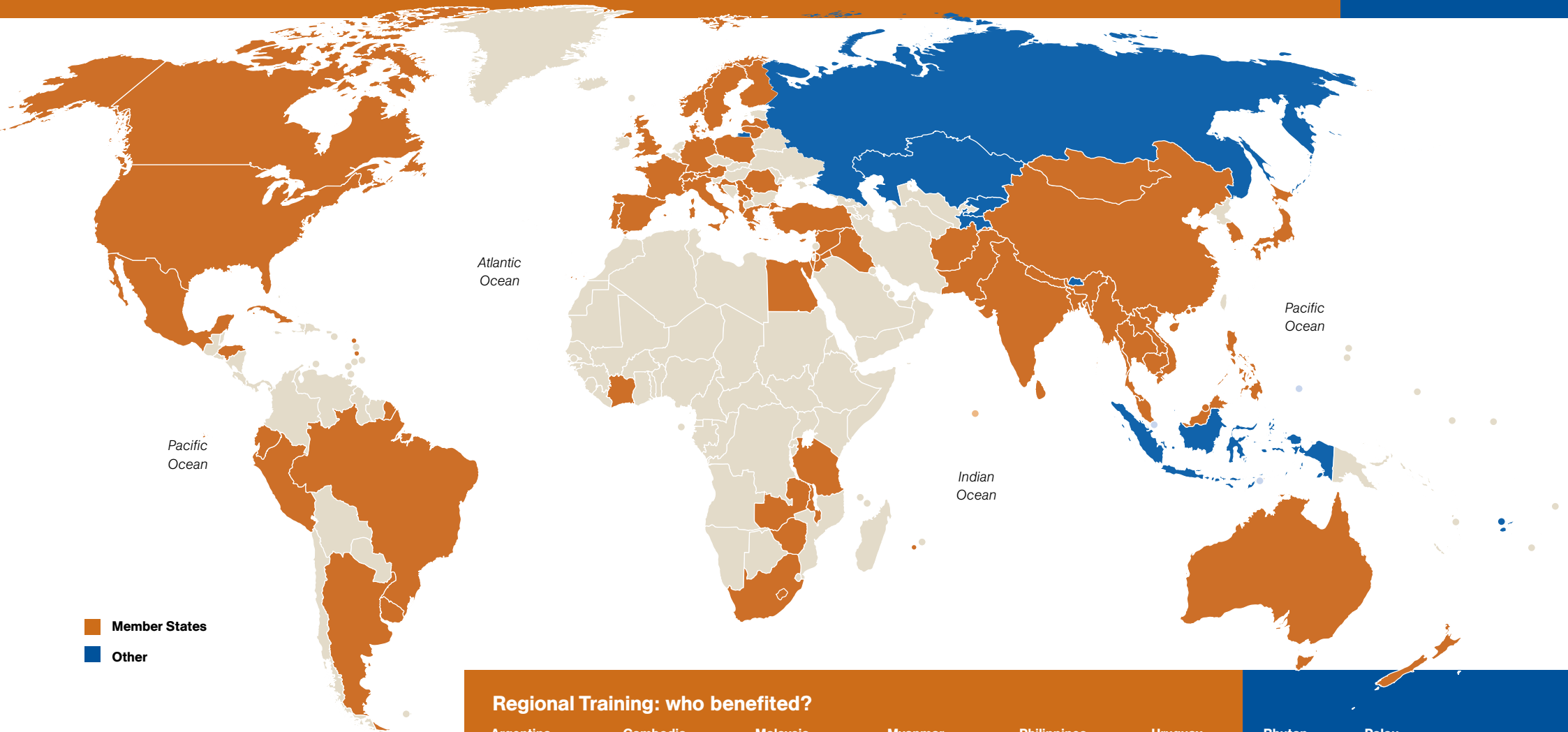
* Resource persons can include instructors (ICCROM staff, in addition to locally and internationally recruited lecturers), administrative staff and course assistants, guest speakers, local craftsmen and all individuals who contribute to the enrichment of a course and the training of its participants.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

ICCROM continues to enjoy the confidence of Member States and non-Member States alike, thanks to our capacity to act with clarity and purpose, carrying out practical activities that benefit the conservation community. Every region of the world has somehow benefited from our activities, through training and capacity building, research and development, cooperation and the dissemination of information and knowledge.

Subsequent chapters of this annual report are divided into the main programme areas that were approved during the 2011 General Assembly and have been implemented since 2012. They represent the key themes that ICCROM will continue to pursue until 2017.

International Training: who benefited?

Afghanistan	Canada	Ecuador	India	Lesotho	Nepal	Portugal	Spain	Turkey	Bhutan
Albania	China	Egypt	Iraq	Lithuania	New Zealand	Republic of Korea	Sri Lanka	United Kingdom	Fiji
Australia	Côte d'Ivoire	Finland	Israel	Malawi	Norway	Romania	Sweden	United Republic of Tanzania	Indonesia
Austria	Croatia	France	Italy	Malaysia	Pakistan	Russian Federation (in progress)	Switzerland	United States of America	Russian Federation
Brazil	Cuba	Germany	Japan	Malta	Peru	Serbia	Syrian Arab Republic	Zambia	
Brunei Darussalam	Cyprus	Greece	Jordan	Mexico	Philippines	South Africa	Thailand	Zimbabwe	
Cambodia	Denmark	Honduras	Latvia	Myanmar	Poland				



Member States
Other

Regional Training: who benefited?

Argentina	Cambodia	Malaysia	Myanmar	Philippines	Uruguay	Bhutan	Palau
Bangladesh	Ecuador	Maldives	Netherlands	Spain	Viet Nam	Fiji	Singapore
Brazil	Lao People's	Mexico	Pakistan	Sri Lanka		Indonesia	Tajikistan
Brunei Darussalam	Democratic Republic	Mongolia	Peru	Thailand		Kazakhstan	Timor-Leste
						Kyrgyzstan	

Disaster and Risk Management

Extreme weather events around the world are increasing both in spatial extent and frequency. At the same time, the World Development Report of 2011 has demonstrated that some 1.5 billion people are living in countries affected by conflict.¹ Of great concern is the nature of these conflicts, which increasingly involves intentional damage to cultural heritage.

As a response to these pressing issues, and building upon 50 years of experience in professional training, ICCROM has planned multi-partner initiatives to build capacities and strengthen communities and heritage professionals in the disaster and risk management of cultural heritage. This involves a strategic effort to engage a range of stakeholders, both within the field of cultural heritage as well as other sectors that also deal with disaster and risk management.

It is with this in mind that preparations are currently underway to offer a revamped course on First Aid to Cultural Heritage in 2015, which will focus on conflicts but also other types of complex emergencies resulting from major natural disasters. So far more than 100 applications have been received to take part in this course. This training will be carried out in collaboration with various institutions, including the Smithsonian Institution and the Netherlands National Commission for UNESCO.

In December 2013, following the earthquake in Bohol and Typhoon Haiyan in the Philippines, ICCROM, UNESCO and ICOMOS carried out a joint mission to inspect the damage to cultural heritage and identify needs for emergency safeguarding measures. They worked to support the national cultural heritage agency in developing a step-by-step plan for recovery.

Additionally, ICCROM, UNESCO and ICOMOS-ICORP are working with the Japanese Agency for Cultural Affairs to organize the third World Conference on Disaster Risks, which will take place in March 2015.

First Aid to Cultural Heritage Strengthening national capacities

Held in the framework of a partnership between ICCROM and the Prince Claus Fund (PCF), two national courses were held in Cairo, Egypt and Chisinau, Moldova respectively. These activities were led by former participants of the international courses on First Aid to Cultural Heritage in Times of Conflict. The aim was to strengthen national capacities in their ability to provide timely response in emergency situations.

The course held in Cairo in January 2014 aimed to prepare a national team of trainers for the implementation of workshops on disaster preparedness and response for site managers and museum professionals in various parts of Egypt. The training enjoyed the support of the Egyptian Ministry of State for Antiquities and UNESCO. ICCROM provided technical inputs in the design and implementation of the training. In March 2014, the National Art Museum of Moldova hosted an ICCROM-PCF course on building capacity for cultural heritage protection

¹ World Bank. 2011. World Development Report (available at <http://go.worldbank.org/QLKJWJB8X0>)



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in times of emergency. The training was organized with the support of the Ministry of Culture of the Republic of Moldova, the national committee of ICOM, the Moldovan Agency for Inspection and Restoration of Monuments and the national committee of ICOMOS. Fourteen professionals from various museums in the country and three professionals from the neighbouring

Odessa region of Ukraine participated in the course. The primary aim was to create a national team of cultural "First Aiders", who would have the ability to work in tandem with the humanitarian aid agencies and provide timely response to secure cultural heritage during a crisis. In view of the ongoing conflicts in the region, the training was considered to be an important initiative

by those involved and won appreciation at the meeting of the Eastern Partnership Cultural Programme, funded by the European Union.

Partners: Agency for Inspection and Restoration of Monuments, Moldova; ICOM Moldova; ICOMOS Moldova; Ministry of State for Antiquities, Egypt; National Art Museum, Moldova; Prince Claus Fund (PCF), Netherlands; and UNESCO.

International Training Course on Disaster Risk Management of Cultural Heritage (ITC 14)

6 – 22 September 2014

The ninth International Training Course on Disaster Risk Management of Cultural Heritage recently took place in Kyoto, Japan and was attended by 14 participants from 14 countries. This year the course specifically focused on the theme, "Protecting living cultural heritage from disaster risks due to fire". Fires resulting from both natural causes such as earthquakes or drought, and human causes such as arson or even faulty electrical wiring, can have a devastating effect on cultural heritage, from collections to entire landscapes. The course focused on policies and planning measures for reducing fire risks to cultural heritage, especially in the rapidly urbanizing context of developing countries. Special techniques for fire prevention and mitigation, emergency response as well as interventions for long-term restoration and rehabilitation of heritage following disasters were discussed in a classroom setting. Site visits allowed for participants to view demonstrations and learn first-hand through activities at various locations in Kyoto, Kobe and Tohoku.



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

The course was implemented by the Institute of Disaster Mitigation for Urban Cultural Heritage at Ritsumeikan University (the UNESCO Chair Programme on Cultural Heritage and Risk Management) in partnership with ICCROM, the UNESCO World Heritage Centre and the ICOMOS International Committee on Risk Preparedness (ICORP). Additional financial support provided by the Toyota Foundation allowed for several participants to receive scholarships.

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

Continuing efforts in preventive conservation

Since the early 1970s, ICCROM has actively promoted the development and dissemination of preventive conservation as a means of safeguarding collections. The concept is now well known and has been adopted worldwide. However, improving conditions and ensuring access to collections, while making the best of existing resources, remains a challenge for many institutions around the world. Drawing

upon partnerships at national, regional and international levels while at the same time remaining sensitive to cultural contexts, ICCROM continued this year to propose initiatives for reorganizing collections in storage (RE-ORG) and for applying risk management to decision-making in preventive conservation.

RE-ORG International Projects for collections documentation and storage

RE-ORG (www.re-org.info) is a unique online tool for museum storage organization, designed in collaboration with UNESCO to respond to the needs of small museums worldwide that face the challenge of managing growing collections in storage using fewer resources. To facilitate the use of the online tool and stimulate the implementation of long-term strategies in Member States, ICCROM proposed to partner with national and regional institutions to develop tailored RE-ORG capacity-building projects. Since 2013, several projects have been analyzed and some have been launched this year.

In particular, the Canadian Conservation Institute (CCI) and the Central Institute for Conservation (CIK) in Serbia joined ICCROM in a pilot initiative to develop a blended learning approach for the reorganization of storage. This approach will be used on three different targeted audiences: museums in Ontario for CCI, the museums in Southeastern Europe for CIK and museums in the ATHAR network for ICCROM. The three partners are working together on the creation of a common



learning platform and teaching resource based on the original RE-ORG online tool. While each partner decides on a teaching strategy adapted to its audience and resources, all projects have common objectives, including the creation of a network, effective reorganization of storage areas and involvement of the public. In the framework of this initiative, in June 2014, CIK and ICCROM organized a “training the trainers” workshop in Belgrade to strengthen the capacity of professionals who will advise or teach storage reorganization using the RE-ORG methodology.

Partners this year: Annenberg Foundation, United States; Canadian Conservation Institute (CCI); Central Institute for Conservation (CIK), Serbia; ICCROM-ATHAR Regional Conservation Centre, United Arab Emirates; Ministry of Culture, Serbia; *Museu Nacional d'Art de Catalunya, Spain*; Ontario Museums Association (OMA), Canada; Railway Museum, Serbia; and the Regional Alliance for South East Europe – ICOM SEE.

International Course on Preventive Conservation: Reducing Risks to Collections

21 July – 8 August 2014

Over seven years and after six international courses, ICCROM, the Canadian Conservation Institute (CCI) and the Netherlands Cultural Heritage Agency (RCE) have developed and circulated a risk-based methodology that assists museums in making better decisions regarding preventive conservation. Based on this experience and the learning resources produced, ICCROM continues to disseminate this approach through new collaborations.

Following a 2013 course held for Latin American professionals in partnership with the Chilean *Centro Nacional de Conservación y Restauración* (CNCR),

a new collaboration with the Chinese State Administration for Cultural Heritage has been established, which includes the implementation of three international courses on Reducing Risks to Collections, until 2018.

The 2014 course took place in Tianjin this summer in the impressive premises of the National Museum. Nineteen museum and library professionals from seven countries in Asia participated in the course, half of them coming from China.

The course followed the same structure as previous editions, promoting an integrated view of all expected damages and losses to collections, whether resulting from rare catastrophes or slow continual hazards, and everything in between.

Within the short time frame the challenge was to share cutting-edge information on all sorts of risks while ensuring

sufficient practice of risk assessment, risk evaluation and communication. This year, the emphasis was definitely practice, and participants had many opportunities for hands-on work through exercises and case studies. The results were beyond our expectations, encouraging ICCROM to further strengthen this pedagogy for future courses. Keys to this success were also the excellent participants and the smooth logistical coordination ensured by our Chinese partners

Partners this year: Chinese Academy for Cultural Heritage (CACH); National Museum of Tianjin, China; and the State Administration for Cultural Heritage (SACH), China.

Integrating Material Science and Technology with Conservation

An important part of ICCROM's mission is to strengthen the capacity of conservation communities so that they can achieve their goals sustainably through the use of materials science and technology. The aim of this programme is to strengthen dialogue as well as partnerships between science and conservation. It is also under this programme that ICCROM promotes the conservation of specific materials and collections, from stone to audiovisual materials.



This year, ICCROM offered courses on the conservation of wood and Japanese paper. In addition, preparation is currently underway for the 2015 edition of the International Course on Stone Conservation, which will be held in collaboration with the Getty Conservation Institute. In the meantime, teaching and learning materials of the 2013 course have now been made available for free download on the ICCROM website at www.iccrom.org/courses/stone/.

Following the success of four international courses on the conservation of sound and image collections, the SOIMA project is now in the process of organizing a conference for 2015. The aim is to bring together professionals from diverse communities to explore innovative solutions for preserving and providing access to sound and image collections.

Also slated for 2015 is the second edition of the International Summer School on Communication and Teaching Skills in Conservation and Science. This year, ICCROM undertook an evaluation of the first International Summer School, which took place in July 2013.

International Course on Wood Conservation Technology (ICWCT 14) 23 May – 29 June 2014

The 16th International Course on Wood Conservation Technology was held in Oslo, Norway at the headquarters of the Directorate for Cultural Heritage (*Riksantikvaren*). The aim of the course was to promote cultural understanding and research in all aspects of wood conservation, and act as a valuable learning resource for the work of the participants in their respective countries. During the seven weeks spent in Norway, the participants were exposed to both the theoretical and practical aspects of wood conservation through classroom lectures, site visits, demonstrations and hands-on activities. The course concluded with a written exam and the awarding of university credits.

Norway provided the perfect context for the course, given the country's rich wooden heritage, both movable and immovable. Visits to the UNESCO World Heritage Sites of Urnes Stave Church and the Hanseatic Wharf in Bergen greatly enriched the learning experience.

The 21 participants came from 20 different countries. Their experiences, combined with those of over 25 resource persons engaged in teaching and carrying out practical exercises, allowed for the insightful exchange of knowledge and approaches that makes this course special. Evaluations demonstrate that the participants were extremely happy with the course contents, teaching methods and the logistical arrangements during their stay in Norway. As one participant said, "the learning process combined with the astonishing people and friendly environment of *Riksantikvaren*, and the hospitality of Norwegians, made this an amazing experience."

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



International Course on the Conservation of Japanese Paper (JPC 14) 24 August – 12 September 2014

Ten conservators from 10 countries participated in the International Course on the Conservation of Japanese Paper held in Tokyo this past summer. Even though the participants are already very experienced in their own right, the opportunity to revisit some of the core skills of the profession in a new context proved to be both beneficial and refreshing.

Theoretical lectures on materials characterization were brought to life in the practical sessions. Each participant made their own hand-scroll under the watchful eye and patient orientation of some of Japan's top specialists on this subject. The different steps of the process of scroll mounting focus the mind on the nature and behavior of materials and structures, and the pace and rhythm of the task at hand. The diversity of handcrafted tools and materials, carefully perfected over generations, is an important part of the course contents.

Unfortunately today, the lack of young people willing to continue in these craft professions is a growing concern. This, together with diminishing markets for top-quality products means that many traditional skills have literally become a



dying art. The international professional community has a role to play in supporting the sustainability of these important crafts.

The latter part of the course consisted of a study tour to Nagoya, the paper making region of Mino and Kyoto. During these visits the participants not only saw where and how paper is made, but also the contexts in which paper is used in traditional and contemporary Japanese society.

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

Promoting Inclusivity in Conservation Science

Follow-up activities of the ICCROM Forum

The Forum on Conservation Science took place nearly one year ago – but what has been happening since? Over the past year we have been working to finalize and disseminate not only the Forum's findings, but also the results of researches undertaken in its preparation. These include a series of online surveys and studies to scope conservation science research trends, planning processes,

dissemination pathways and uptake by practice. The results will be made available not only as PDF downloads but also as interactive web pages where the user can interrogate the findings of a literature survey of over 3500 articles in four different languages. Links to all of these will be posted in 2015 and available at <http://forum2013.iccrom.org>. In the meantime, the website offers a variety of resources including background research, videos of the keynote speeches and plenary sessions, as well as a series of blog articles submitted by emerging professionals from around the world.

The Forum was very clear in its findings, stressing the importance of inclusivity within conservation science, and the responsibility it has not only to cultural heritage conservation but also to society. Using science to explore and understand the relationship people have with material culture can be a powerful way to bring people closer to their heritage. However, the Forum went further, highlighting the importance of community engagement and participation through citizen science initiatives, to inspire “cultures to care for culture”. In the coming months a volume of position papers will be published outlining these and other key messages from the Forum.

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; National Heritage Center of Tsinghua University, China; National Research Institute of Cultural Heritage, Cultural Heritage Administration (CHA), 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.



World Heritage

In its role as an Advisory Body to the World Heritage Committee, ICCROM is involved in providing advice on many aspects of the implementation of the World Heritage Convention. During this reporting period ICCROM attended the 38th session of the World Heritage Committee in Doha, Qatar in June 2014, as well as other regular meetings and activities.

ICCROM was fully involved in the preparation of State of Conservation reports for the 38th session of the World Heritage Committee, and participated in one joint reactive monitoring mission to the Ancient Building Complex in the Wudang Mountains in China. ICCROM also contributes to the Periodic Reporting process in all regions.

Collaborations continue with IUCN, ICOMOS and the World Heritage Centre on capacity building issues, and in particular, the development and implementation of the World Heritage Capacity Building Programme (WHCBP) with generous funding from the Swiss Government. Programme activities during the past year have included continued strengthening of the Advisory Bodies networks, as well as the translation of the World Heritage resource manuals. All four of these manuals are now available in English, French and Spanish, and several have been translated into other languages such as Russian and Portuguese. The ICOMOS guidance on Heritage Impact Assessment (HIA) and IUCN guidance on Environmental Impact Assessment (EIA) have also been translated. As part of the WHCBP, ICCROM is in the process of developing a new course on the management of cultural and natural heritage. A first module for this new course was tested in April 2014 as part of ICCROM's International Course on the Conservation of Built Heritage.

ICCROM works with UNESCO Category 2 Centres and other regional institutions to strengthen capacity building for World Heritage at the regional and sub-regional levels. This work includes ongoing partnerships with the African World Heritage Fund (AWHF), the World Heritage Institute for Training and Research in Asia and the Pacific (WHITR-AP), the Regional Heritage Management Training Centre "Lucio



Costa" and the Arab Regional Centre for World Heritage (ARC-WH), to name a few. ICCROM also attended the 4th annual meeting of the Category 2 Centres, which took place in Shanghai, China in May 2014.

ICCROM continues to lecture on invitation at a number of World Heritage related master degree training programmes, including the World Heritage Studies Programme at the Brandenburg University of Technology (BTU) in Cottbus, Germany; the Masters in World Heritage and Cultural Projects for Development at the Turin School of Development, Italy; and the Master in World Natural Heritage Management at the Trento School of Management, also in Italy.

Finally, ICCROM was responsible for the development and implementation of several World Heritage Orientation Sessions for Committee members. Four orientation/information sessions took place in Paris and Doha prior to the 38th session of the Committee.

International Course on the Conservation of Built Heritage (CBH 14)

28 February – 30 April 2014

The fifth International Course on the Conservation of Built Heritage was held earlier this year and for eight weeks, 19 participants from 19 different countries

made ICCROM their home. The course consisted of seven modules covering the many aspects of built heritage conservation, from definitions of heritage, and management systems, through to documentation, urban conservation and interpretation.

The final component of the course consisted of a trip to the Vesuvius area on the outskirts of Naples, where participants

collaborated on a special module linking culture and nature in World Heritage. This event offered the first pilot training for a new curriculum being developed for a course on nature-culture interlinkages as part of the World Heritage Capacity Building Programme (WHCBP). During this week-long session, participants were challenged to gain a deeper understanding of the "Vesuvius Complex", made up of the Vesuvius Man and Biosphere Reserve, and

the Archaeological Areas of Pompeii and Herculaneum.

Throughout the course, the participants (consisting of architects, archaeologists, urban planners and engineers) were able to share their diverse experiences and learn from the 29 resource persons who were brought in from all parts of the world. Together they broadened their perspectives to gain new knowledge. It was both an



intense and rewarding experience for everyone involved.

The farewell speech given by a participant during the closing ceremony expressed the sentiments of the group: "It is a global vision of the state of conservation that cannot be found anywhere else than at ICCROM. The course challenged our opinions and view of heritage, showing it as a much more complex and diverse reality. And we would like to reassure you that all the knowledge and experiences gained here will be used wisely."

Partners: Herculaneum Centre, Italy; Herculaneum Conservation Project, Italy; ICOMOS; International Union for Conservation of Nature (IUCN); Swiss Government; and the UNESCO World Heritage Centre (WHC).

International Course on Heritage Impact Assessments 13 – 24 October 2014

The World Heritage site of Mount Qingcheng and the Dujiangyan Irrigation System in Dujiangyan City, Sichuan Province in China, served as the setting of this year's International Course on Heritage Impact Assessments. The course was organized by ICCROM and the World Heritage Institute of Training and Research for the Asia and the Pacific Region under

the auspices of the UNESCO Shanghai Centre (WHITR-AP, Shanghai).

Heritage impact assessments are considered essential for ascertaining the extent to which heritage sites can be negatively affected by external forces. Threats to heritage are on the increase due to various factors such as large-scale development and changes to land use around sites. The heritage impact assessment (HIA) tool can help conservation professionals arrive at mitigation measures. For this reason, its application is being promoted at World Heritage sites.

The 10-day course provided participants with the knowledge and skills to use the HIA tool for evaluating impacts from various factors affecting heritage sites in general, and World Heritage sites in particular. The course also provided information about other methodological approaches currently in use and gave participants the opportunity to conduct a hands-on activity within the World Heritage property. Sixteen participants from 11 countries attended the course.

Partners: Tongji University, China; Shanghai Tongji Urban Planning and Design Institute, China; and the World Heritage Institute of Training and Research for the Asia and the Pacific Region under the auspices of the UNESCO Shanghai Centre (WHITR-AP, Shanghai).



Promoting People-Centred Approaches to Conservation: Living Heritage

ICCROM launched the programme on promoting people-centred approaches to conservation as a response to the growing demand to broaden the way in which heritage is perceived by communities, and to explore conservation and management approaches accordingly. With the view of framing future activities (within budgetary constraints), a two-day workshop was held in early November 2013 with 12 participants from ICCROM and several countries. A concept paper was prepared by a consultant and used as the basis for discussion. Covered in the paper were existing resources, as well as information that needs to be further developed and placed on web for the benefit of those interested in learning more about the living heritage approach and its benefits.

Steps that are now being taken to further the programme include continued research (for example, a bibliography and cultural mapping). This is being carried out with the support of interns. A key component of the people-centred approach is the engagement of communities – empowering them to engage in the decisions that are being made for them and their heritage. The idea of developing a course on engaging communities would therefore be timely. Based on the proposals made in concept papers and discussions at a 2012 meeting

on Engaging Communities, and based also on further research being carried out at ICCROM, a comprehensive curriculum for a 2-3 week course on engaging communities has now been finalized and is awaiting implementation. This will target practitioners who will then engage other audiences such as policy-makers and communities, in order to spread the approach using tools that will be introduced during the course.

Asian Buddhist Heritage: Conserving the Sacred

**A Forum held in Seoul, Korea,
6 – 8 December 2013**

With the collaboration and financial support of the Cultural Heritage Administration (CHA) of Korea, ICCROM has launched a thematic programme focusing on conservation issues in the Asian context in the form of an annual Forum. The goals of the programme are to explore, research and debate key themes emerging from the region that have implications for the effective conservation and management of heritage. The aim is also to formulate policy guidance notes, or a set of principles, to ensure improved and effective conservation



and management of heritage and capacity building.

The first Forum was held in Seoul, Korea on the theme “Asian Buddhist Heritage: Conserving the Sacred”. This also included a one-day public seminar. Seventeen participants from 11 countries in the region took part and presented papers, which have now been edited and are awaiting publication. While this was considered a natural extension to the 2003 ICCROM

Forum on Living Religious Heritage, which covered a broader base of religions and world regions, participants here discussed the implications arising from the conservation of Buddhist heritage in Asia. A set of conclusions were drafted, but what became clear was the need to further refine and discuss them in a future Forum, elaborating on the key themes of effective conservation and management.

Partner: Cultural Heritage Administration (CHA), Korea.

Building Regional Collaboration

By working closely with institutions within our Member States, ICCROM is able to offer training programmes and technical support in various world regions, addressing conservation issues through specific perspectives related to common cultural or geographical areas.

Asia and the Pacific Strengthening both institutional and professional capacities

Thanks to longstanding and fruitful partnerships, ICCROM has been able to carry out several activities in the region this past year. A 2012 Memorandum of Understanding between ICCROM and the Cultural Heritage Administration (CHA) of the Republic of Korea has resulted in the provision of resources to assist countries in the Asia-Pacific region in the design, development and implementation of education, training and research activities for cultural heritage conservation. As a result, the CollAsia programme for the conservation of collections in Southeast Asia has been re-launched, activities have been strengthened in the Living Heritage programme, and ICCROM was able to assist professionals in Myanmar on the assessment of wall paintings. Additionally, ICCROM has continued to offer its annual course on Cultural Heritage Protection in the Asia-Pacific region in conjunction with the Asia-Pacific Cultural Centre of UNESCO (ACCU) in Nara, Japan, thanks

to the collaboration and generous funding provided by Japanese authorities and partners.

CollAsia Course on the Conservation of Metals in Southeast Asian Collections 2 – 14 June 2014

The course on Conservation of Metals in Southeast Asian Collections took place at the National Museum of Cambodia in Phnom Penh. Metal collections are a significant part of Southeast Asian heritage, as important metal objects can be found in a variety of contexts, including museums, religious sites and communities. The course aimed at strengthening understanding of the characteristics and behaviour of metal objects, so as to promote sound conservation practices in the region. Over the course of two weeks, participants took part in classroom learning and hands-on activities at the National Museum and on various site visits in the Phnom Penh area. The course marked the beginning of a

new phase in the CollAsia programme, originally launched in 2002. It is noteworthy that several former participants and course team members took on key roles in the planning and implementation of this training activity, thus creating bridges between different generations of alumni. Study visits to workshops of local metal specialists encouraged collaboration between traditional knowledge systems and mainstream conservation practitioners, and lively discussions on research initiatives regarding master craft traditions has hopefully encouraged the establishment of collaborative research in the region.

Partners: Cultural Heritage Administration (CHA), Korea; and the National Museum of Cambodia.

Course on Cultural Heritage Protection in the Asia-Pacific Region 2 September – 3 October 2014

The training course on Cultural Heritage Protection in the Asia-Pacific Region: Research, Analysis and Preservation of Archaeological Sites and Remains, was held at the premises of the ACCU in Nara, Japan, and was jointly organized



by ICCROM, ACCU and the Japanese Agency for Cultural Affairs. In Asia and the Pacific, there are various forms of cultural heritage which are of great value from a global point of view. In order to safeguard this important cultural heritage for future generations, it is necessary to train heritage professionals for proper investigation, analysis and preservation. To address this need, this course has been offered since 2000 every other year, and seeks to provide participants with the latest methodologies and technologies. In addition to classroom lectures, participants were exposed to a variety of archaeological sites and key museums in Japan, where they had a chance to apply what they had learned to a real-life setting.

This course, fully funded by the Japanese authorities, remains a key activity in the region. In addition to the benefits of training, the heritage practitioners that participate are given the opportunity to share experiences with colleagues and establish a professional network that will remain useful throughout their careers. Sixteen participants from 16 countries in the region attended the course, and 20 resource persons, mainly from Japan, were engaged.

Partners: Agency for Cultural Affairs (*Bunkacho*), Japan; the Asia-Pacific Cultural Centre for UNESCO (ACCU); National Institutes for Cultural Heritage, Japan; and the National Research Institute for Cultural Properties [Tokyo and Nara]. In cooperation with the 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.

Supporting Conservation in Myanmar

A wealth of cultural heritage, but limited resources for preservation

This situation is experienced in many parts of the world, few more so than in Myanmar. As the country undergoes rapid developmental change, this is a critical time for Myanmar's heritage. With the recent nomination of the Pyu Cities as Myanmar's first World Heritage site, the focus of attention is now turning to Bagan, to secure international recognition and support for the protection of this extraordinary place. The site of Bagan covers approximately 100 km², and comprises around 2,800 Buddhist monuments. Of these, more than 2,000 retain stucco carvings and around 470 have mural paintings primarily dating from the tenth to the fourteenth centuries AD. These represent a unique corpus of artistic and cultural expression which, in addition to drawing foreign tourists, is still highly venerated by the population, attracting many pilgrims and devotees.

This year, with generous support from the Korean Cultural Heritage Administration and UNESCO, ICCROM undertook a training workshop at Bagan with heritage professionals from the Myanmar Department of Archaeology. The objective was to develop a rapid assessment method for the site, to record wall paintings and stucco work, as a first step towards documenting and identifying priority cases for emergency stabilization. In 2015, further trials will be undertaken to assess the functionality of the method, and its potential application for other sites.





In addition to this project, ICCROM is also currently involved in World Heritage activities within Myanmar, with special emphasis on Bagan.

Partners: Cultural Heritage Administration (CHA), Korea; and UNESCO.

ATHAR

Conserving architectural and archaeological heritage in the Arab region

Over the last year, the newly-established ICCROM-ATHAR Regional Conservation Centre in Sharjah, United Arab Emirates, has remained extremely active. While the latest decision of the ICCROM General Assembly called for the support of Member States in the Arab Region,

strategic partnerships have also been consolidated through agreements with the Arab League Educational, Cultural and Scientific Organization (ALECSO) and the Arab Regional Centre for World Heritage (ARC-WH) in order to ensure close cooperation. Ongoing collaboration with the Governments of the UAE, and Sharjah in particular, continues to sustain the efforts in finalizing an agreement between ICCROM and the UAE, especially with regards to the premises built in the Sharjah University City.

Now that preparations of the new premises are complete – and equipped with a laboratory, auditorium, training rooms and library – the official inauguration will take place on 14 December 2014. As part of the opening ceremony, the Centre will host an exhibition presenting the rich and diverse heritage of the Arab region, in addition to a two-day seminar on the Conservation

of Cultural Heritage in Times of Crisis in the Arab World. The latter activity aims to develop a strategic framework for disaster risk management, with first-aid tools to safeguard cultural heritage during and after times of crisis.

Capacity building activities are paramount to those areas in the region currently affected by conflict situations and the destruction of cultural heritage. A UNESCO-ALECSO-ICCROM planning meeting was recently held in Cairo in late September 2014 in order to devise a programme for the affected countries. To this end, a course is slated to take place in January 2015 to train professionals from Egypt, Iraq, Libya, Sudan, Syria and Yemen. An additional training activity will be implemented for Syria later this year through the EU-UNESCO project to safeguard the country's heritage through an International Observatory of Syrian Cultural Heritage, operating out of the UNESCO Beirut Office. This will be carried out in partnership with ARC-WH and ICOMOS.

ICCROM's Director-General was recently represented by ICCROM-ATHAR at the "Heritage in Peril: Iraq and Syria" meeting held by the US State Department and the Metropolitan Museum of Art in New York on 22 September 2014. This meeting highlighted the work of ICCROM and its partners to address feasible immediate and medium-term needs for the protection of Syrian and Iraqi cultural heritage.

Over the past year, it has been important to strengthen the programmes and ATHAR courses while introducing new initiatives. Illustrating the Centre's positive impact on

capacity building was a review meeting in which former participants of the Fourth Core Regional Course on the Management and Conservation of Cultural Heritage: Sites and Museum Collections gathered in November 2013 and discussed the application of the knowledge acquired in the course to projects in their home countries.

Alongside these efforts, the Centre has also held several thematic meetings, such as the two-day symposium in March 2014 on the Preservation of Living Heritage in Islamic Cities, organized in collaboration with the Government of Sharjah to coincide with festivities celebrating Sharjah as the Islamic Capital for Culture in 2014. Moreover, in cooperation with the Gulf Cooperation Council and the Kingdom of Bahrain, a workshop on First Aid for Archaeological Finds was also held in Bahrain in April 2014. Other thematic meetings with Arab Member States took place in Algeria, Bahrain, Egypt, Qatar, Tunisia and Yemen, as well as the Research Centre for Islamic History, Art and Culture (IRCICA) in Istanbul, and at the UNESCO headquarters in Paris.

ICCROM-ATHAR also hosted the international conference on Lasers in the Conservation of Artworks (LACONA X) in June 2014, in cooperation with the Arab Institute for the Conservation of Works of Arts and the University of Fayoum in Egypt. More than 180 professionals from all over the world attended the conference.

Other special projects coming out of the ICCROM-ATHAR Regional Conservation Centre for capacity building, dissemination and technical advice include:

- Publications targeted for an Arabic readership, in particular, a volume on *Selected Readings on Conservation of Mosaics Heritage in the Mediterranean*, resulting from a meeting held in early summer with MOSAIKON partners.
- The conservation and restoration of the Ad-Dour Temple, entrusted to the Centre as a result of a Memorandum of Understanding between ICCROM and the United Arab Emirates National Council of Tourism and Antiquities in 2011.
- The development of university curricula on Architectural and Urban Conservation to facilitate capacity building following an agreement signed with the Government of Yemen.

Based on previous ATHAR core courses, the Centre has also been busy in the development of a new joint masters degree programme on Cultural Heritage Conservation Management in partnership with the University of Sharjah, to be launched and conducted at the new premises in 2015 following an on-going accreditation process.

Partners: American University of Sharjah, UAE; Arabic Institute for Conservation of Historic and Artistic Works (AriC); Arab League Educational, Cultural and Scientific Organisation (ALECSO); Arab Regional Centre for World Heritage (ARC-WH); Governments of the United Arab Emirates; Government of Yemen; Gulf Cooperation Council; ICOMOS; Kingdom of Bahrain; National Council of Tourism and Antiquities, UAE; Sharjah Department of Information and Culture, UAE; Sharjah Museums Department, UAE; UNESCO; University of Fayoum, Egypt; 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.

LATAM

Conservation in Latin America and the Caribbean

During the last General Assembly, delegates from Latin America and Spain met to review the LATAM regional programme. The lack of dedicated funding for this programme has hindered its development. However, a number of regional activities directly related to the priority areas of the ICCROM Programme were implemented in past years, thanks to bilateral agreements and the active involvement of specific countries such as Chile and Mexico. Delegates acknowledged this trend and also highlighted the need for a stronger coordination and communication within LATAM.

The LATAM e-news, which was launched thanks to the efforts of the the *Fundación Gavia* in Colombia in 2013, has continued on a quarterly basis, co-edited this year through the support of the *Instituto Nacional de Antropología e Historia* (INAH), Mexico. Additionally, a Facebook Group has been created to foster the exchange of information between professionals in the region: www.facebook.com/groups/ICCROMLATAM.

Regarding training, ICCROM partnered with INAH to offer the second edition of Paper conservation in Latin America: Meeting the East in November 2013, in collaboration with the Japanese National Research Institute for Cultural Properties. The course received a large number of applications, demonstrating a great interest from the Latin American conservation network. ICCROM and INAH are now

making preparations to offer the third edition of this course for November 2014, as well as a new course on SOIMA-LATAM: Safeguarding Sound and Image Collections, taking place the same month.

INAH has also carried out a substantial survey of the context and challenges of stone conservation in the region; 122 professionals from 17 countries and more than 30 institutes have contributed. The results will be used to inform the course content of a future ICCROM-INAH joint initiative.

It is hoped that other institutions in the Latin America and the Caribbean will partner with ICCROM to develop further regional training and research opportunities.

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

MOSAIKON

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

In January 2014, 34 heritage professionals met at the European University Centre for Cultural Heritage (CUEBC) in the historic city of Ravello, Italy, to review the MOSAIKON strategy and plan for future actions.

Among the impressive results of the six first years of the programme is the



Bardo Museum, Roman mosaic by Richard Mortel, Creative Commons License (CC BY-NC-SA 2.0)/Flickr

involvement of almost 170 professionals in the region and a positive change in mosaic conservation practices. In Ravello, participants shared their respective experiences and visions, and explored ways to consolidate the MOSAIKON strategy for 2014-2017. The interest of the participants, the intense discussions and the warm atmosphere of the meeting demonstrated a united commitment to protecting the region's precious mosaics. On the last day, recommendations were agreed upon in the area of training, networking, policy and decision-making.

One of the issues discussed was the lack of specialized literature in Arabic, the first language of the majority of countries targeted by MOSAIKON. As a result, ICCROM and the Getty Foundation are now working to produce a compendium of essential readings in Arabic. Several texts already published in French and English have been selected, and a methodology is being developed to ensure the quality of the translation. By 2016, the publication should be online and accessible through the websites of all the MOSAIKON partners.

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

The Ecole du Patrimoine Africain (EPA)

A farewell message from Director Baba F. Keita, 2010 – 2014

The end of my mandate is an opportunity for me to reflect on the past four years, during which my priority has been to strengthen EPA's position in the African region and expand its technical and financial partnerships.

With support from Benin, substantial work was carried out with the Commission of the African Union, thanks to which EPA seems close to being recognized as an "Interstate" institution. One of my biggest achievements is having received accreditation for all EPA courses, including the professional bachelor degree in Conservation and Valorization of Cultural Heritage, with a specialization in Museums, Archives, and Libraries, from the African and Malagasy Council for Higher Education (CAMES). For the first time, this particular training course also received financial support from participating countries, whose contributions covered 48% of the total budget. This shows to what extent this specific course is both relevant and needed.

The real challenge has been, and remains, reinforcing EPA's financial sustainability. With ICCROM's constant support, new strategies have been implemented. First of all, an increase of the EPA Endowment Fund's interest made it possible in 2014 to cover EPA's running costs for close to seven months. The High Patronage under



which the EPA Fund operates has also expanded with the addition of the Director-General of UNESCO, who honoured us with a visit back in 2012. A new funding source was also established through an annual contribution from EPA's beneficiary countries. To date, four countries (Benin, Chad, Gabon, and Senegal) have been supporting running costs, while Angola and Cote d'Ivoire have also made a commitment to do so.

EPA celebrated its 15th birthday in 2013. This milestone was an opportunity to rethink the institution and its operating mode by launching an internal restructuring, so as to better meet the field's needs. The next Director-General will continue this good work, consolidating EPA's position in the region.



Interns and Fellows

Have you just completed a first degree or higher? Are you embarking on further studies? Are you interested in work experience at an international organization devoted to the conservation of cultural heritage worldwide?

ICCROM may offer you a stepping stone through its internship programme, where your experience and ideas can contribute to the implementation of one of our programmes or services. Prospective interns have the opportunity of choosing to be associated with the following activities or services:

- Disaster and risk management
- Building regional collaboration
- Integrating material science and technology with conservation
- World Heritage (including built heritage)
- Promoting people-centred approaches to conservation: living heritage
- Sound and image collections conservation (SOIMA)
- Knowledge and Communication Services (comprising the Library, the Archives and the Office of Communications)
- Fundraising

Alongside the internships, ICCROM also encourages senior professionals from Member State institutions or organizations to carry out their research in a conservation-related subject and take advantage of the immeasurable wealth of the Library.

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 write to internships@iccrom.org or fellowships@iccrom.org.

The Interns and Fellows Programme was launched in 2002 and to date ICCROM has had the pleasure of hosting 91 interns and 55 research fellows from 49 of its Member States.

What are the benefits of an ICCROM Internship and Fellowship?

Anjo, Julija and Ksenija share their experiences

I am a conservator for architectural surfaces and I am interested in the dirty business of hands-on conservation. But sometimes there are so many question marks around

my head that I would like to grab one, sit down with it, bend it and tear at it until it reveals an answer and a couple of new questions. The question that intrigued me was whether water absorption behavior, measured with low-cost tools such as contact sponges and Karsten tubes, is influenced by changing relative humidity and temperature. For this research, the data was collected in a laboratory environment and *in-situ*. In the lab, stone sample cubes of known properties were used. By means of an environmental chamber and salt brines, the specimens were conditioned to enable a defined relative humidity and temperature. At the same time, for a period of 12 weeks it was possible to measure water absorption behavior and monitor changing environmental conditions on plastered architectural surfaces in three different study sites.

Regarding the fellowship itself, I was really happy and surprised by how quickly I was integrated in the ICCROM structure. I got my desk, access to the lab and the fantastic library. Frequent talks and presentations provided me with rich inputs on various initiatives and projects. Professional chats with other fellows, interns, ICCROM staff and visitors proved to be extremely stimulating and helpful for my research, and also future projects. I recommend the ICCROM fellowship to anyone who is not relying on cutting-edge laboratory

equipment to do their research. Moreover, fellowship offers great possibilities of gaining insights into the ICCROM structure, projects and network.

Anjo Weichbrot, Fellow from Germany

I could compare my three months at ICCROM to a year of university studies. Every single day was like a revelation for me: absorbing new information, communicating with professionals from around the globe, attending presentations and meetings, completing assignmentsbut also... eating homemade cakes to celebrate someone's birthday. ICCROM is not only about learning, but also human relationships. From the very beginning I was warmly welcomed and given opportunities to contribute to team meetings.

My work in the Office of Communications was based highly on collaboration. I was consulting with my supervisor on a regular basis, and my creative ideas and initiatives were always appreciated. I also worked with interns and researchers from different departments, who were specializing in law, diplomacy, museology, archaeology, urban planning, restoration and graphic design. No matter what my task was, it was always completed with an inter-disciplinary approach.

Collecting and processing information for communications purposes developed



my strategic and analytical thinking, and provided me with an in-depth knowledge of cultural heritage on the global scene. I became aware of the role of heritage in political, social and economic environments; the challenges and opportunities for a conservation institution; and the importance of professional communication and networks.

I also felt like an ambassador for my home country, Latvia, as it has joined ICCROM recently, and I am the first Latvian intern. This internship helped me define my priorities for my future studies and career. I feel that I have made a big step forward in my professional and personal development. Thank you ICCROM for the opportunity and your support!

Julija Svede, Intern from Latvia

If I had to summarize in a few words my internship at ICCROM, I would use without

doubt the following three words to convey my experience: useful, formative, interactive. I had the opportunity to collaborate with the Office of the Director-General on the Partnership and Fundraising Initiatives project. When I first arrived, I knew I had lots to learn but I was drawn to the idea of fundraising because of the chance it would give me to acquire technical skills, such as analyzing financial documents.

What I have learned is that fundraising plays an important role and is at the heart of the functions of an international organization. This internship has been more useful than I could have imagined in terms of professional experience, providing an overview of the world of intergovernmental organizations, and also increasing my knowledge of international cooperation – the subject of my university studies. I have also been deeply and positively impressed by all team members, both from a human and professional point of view.

Ksenija Alagia, Intern from Italy and Canada

Interns and Fellows November 2013 – October 2014

INTERNS:

Ksenija Alagia, Canada and Italy
Activity: Fundraising

Ayda Ayoubi, Iran
Activity: Living Heritage

Camille Benecchi, France
Activity: Living Heritage

Aida Bicakcic, Bosnia and Herzegovina
Activity: Library

Victoria Chisholm, United States
Activity: Disaster and Risk Management

Daiana Ioana Cotoara, Italy and Romania
Activity: Fundraising

Roland Defendini, France
Activity: Disaster and Risk Management

Hannah Eastham, United Kingdom
Activity: Living Heritage

Eirini Gallou, Greece
Activity: World Heritage

Justyna Hrabaska, Poland
Activity: Communications/Material Science and Technology

Cristina Mampaso, Spain
Activity: World Heritage

Timo Nordlund, Finland
Activity: Archives

Mario Ronga, Italy
Activity: Fundraising

Angela Savalli, Italy
Activity: Library

Julija Svede, Latvia
Activity: Communications/Living Heritage

Magali Traynard, France
Activity: Communications

Yifeng Yao, China
Activity: Living Heritage

FELLOWS:

Gerhard Eggert, Germany
Lead and Tin in Art: Corrosion, Colorants, Conservation, as part of a co-authored book project

Evin Erder, Turkey
Regional collaboration in cultural heritage research

Carmine Romano, Canada and Italy
Conservation of Neapolitan Crèche figurines

Anjo Weichbrot, Germany
The extent to which the measurements made using contact sponges or Karsten tubes are affected by environmental conditions

Knowledge and Communication

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 the Library, Archives and the Office of Communications) continues to make information resources related to conservation and ICCROM's activities freely accessible to the public through various channels and activities.

Publications Scanning Project

Ensuring knowledge-sharing through a wealth of literature

In a climate of reduced budgets, ICCROM has considered carefully how to continue providing meaningful information to an audience hungry for free access to knowledge. Last biennium, the ICCROM Scanning Project was born, where nearly 100 publications spanning the organization's history were selected to be made available online. Publications of the International Committee for the Conservation of Mosaics (ICCM) were also included in this project.

These publications, spanning from 1961 to 2003, are being made available thanks also to the authors, partner institutions and publishing houses that permitted us to embark on this activity, and we are grateful for their collaboration. Results are being

gradually posted on the ICCROM website, partner websites and in shared digital Open Access repositories.

A New ICCROM Website

Fresh opportunities for connecting with our community

Last March ICCROM unveiled its new official website, featuring a new design and structure that enables us to better communicate our programmes and activities. So far we have received an overwhelming amount of positive feedback, strengthening our resolve to continue presenting new features as we are able to make them available.

Navigation is intended to help our audience find information easily, engaging them with attractive design and interaction. We are constantly updating information and posting

news items on our most recent projects. Furthermore, the ICCROM Classifieds enable institutions and individuals to submit announcements that will be posted on our website and sent out through our monthly e-news to over 12,000 subscribers. To browse the Classifieds announcements or post an advertisement visit the ICCROM website.

As resources become available ICCROM will continue to improve upon this new information platform, expanding our activities and information within the electronic sphere and engaging an audience that reaches far beyond the four walls of our organization. Stay tuned for updates and keep abreast of all of ICCROM's news by subscribing to our e-news at (www.iccrom.org/newsletter) and following us on Facebook and Twitter.

The ICCROM Archive

Capturing and preserving our institutional memory

The Archive is carrying out a project to preserve ICCROM's audiovisual material, which is very valuable for reconstructing our history and the evolution of worldwide cultural heritage conservation. A condition assessment of the material established that its conditions were progressively deteriorating, and that we were risking the partial or total loss of ICCROM's audiovisual

content. Most of the material was obsolete, with no playback equipment available. A preservation plan was therefore elaborated, emphasizing digital reformatting of the audiovisuals to ensure access to their contents. A digitization project began, presenting several technical challenges, such as the identification of file formats, descriptive metadata and the identification of an appropriate digital storage system to house the immense volume of data produced. Useful advice was received from ICCROM's SOIMA network (sound and image collections conservation programme), and currently all of the audio recordings and a portion of the videotapes have been digitized.

The ICCROM Archive continues its partnership with the multi-national research project InterPARES Trust (<http://interparestrust.org>), and is involved in two projects related to the use of cloud services for records management purposes by international organizations (led by the UNESCO Archives), and policies for recordkeeping and digital preservation (led by Italian partners).

The Torraca Archive Pilot Study, which was entirely funded by the Getty Conservation Institute (GCI), concluded at the end of 2013. It aimed to assess the state of the personal archive of the late conservation scientist and former Deputy Director of ICCROM, Giorgio Torraca. The study also worked towards defining the scope,



methodology, time and cost of processing the entire collection. A project divided into three phases has been planned, but will only be launched when funds for implementing Phase 1 are secured. The goal is to create a Consortium of partners who will do the project implementation. Currently, the Italian Government is in the process of classifying the Torraca Archive as Italian heritage of cultural interest.

Library Cleaning Project

Devising an efficient method for keeping the collection clean

The Library has designed and started a low-impact, low-cost project for cleaning and dusting books and journals in the ICCROM collection. Limited financial resources and the desire to keep the Library open with no interruptions has led us to devise a plan in which staff themselves clean in the mornings before the Library opens to the public.

To save time, the books and journals are cleaned *in situ* – the materials are in fact cleaned on a shelf mounted on top of a vacuuming unit. Dust needs to be removed effectively, without spreading more of it through the collection, while minimizing wear and tear to the books and journals. The shelves also need a thorough cleaning, due to atmospheric pollution deposited (composed in part of auto exhaust). Since the dusted books were to be immediately replaced on the cleaned shelves, no water or chemicals could be used that would leak down to lower shelves or evaporate into the air, introducing deterioration agents such as moisture, VOCs or acidity.

Squads of two staff members vacuum for one hour, two or three times per week, cleaning three to four linear meters of materials and shelves per hour. Efficient, low cost, low environmental impact and low physical stress both on library materials and staff members, this project has proven itself to be a useful and easily imitated method of preventive conservation and maintenance for a library collection.

ICCROM News

Staff News

ICCROM is pleased to welcome **Akiko Umezu** who has been seconded by the government of Japan as a Project Manager for the Sites Unit. She has a PhD in Urban Engineering from the University of Tokyo, and comes from the Agency for Cultural Affairs of Japan where she is a specialist for cultural properties. Ms Umezu is already familiar with ICCROM, having participated in the Conservation of Built Heritage course in 2010.



This past summer we said farewell to **Alessandro Menicucci**, Head

of Accountancy who retired after 35 years of service, and **Yohei Kiyonaga**, who completed a two-year secondment in the Sites Unit.

New Member State

ICCROM is pleased to announce that the long negotiation for the re-adhesion of the Russian Federation has recently come to a conclusion, bringing the total number of Member States to 134.

Fundraising Initiatives

Since the creation of ICCROM, fundraising has played a vital role in the organization's activities. As a means of reinforcing a limited regular budget, extra-budgetary funds have always been, and will remain, a key component for developing and implementing initiatives. Each programme in the past has been responsible for raising the extra-budgetary funding needed, and it has sometimes been the case that programmes relied entirely on extra-budgetary funds. The current economic climate worldwide has had its effects the regular budget of ICCROM, so in order ensure that we continue to accomplish our mandate, a organizational-wide fundraising strategy is necessary.

In line with the long-term policies developed by the ICCROM Council, a proposal for defining a corporate partnership and fundraising plan of action was presented and approved in November 2013 during the last meeting of Council. The plan will pay particular attention to ethical standards of fundraising with the view of developing a possible self-financing model.

28th General Assembly of ICCROM

From 27-29 November 2013, representatives of governments from all regions of the world met at the FAO headquarters in Rome for the General Assembly of ICCROM. During the three-day schedule, delegates from 89 Member States, together with observers

and representatives of other countries and partner institutions, listened to reports on the implementation of the 2012-2013 programme. They also discussed activities and the budget for the next two years, elected new members to the ICCROM Council, and participated in the ICCROM Award ceremony. In the 2012-2013 biennium, over 100 countries benefited from ICCROM's services through training and think tank activities alone.

ICCROM Award

Professor **Lu Zhou** was the recipient of the 2013 ICCROM Award, given in recognition of his important contribution to the field of conservation, protection and restoration of cultural heritage, and for his involvement in



the development of ICCROM. A professor of conservation at Tsinghua University in Beijing, Lu Zhou through the course of his career has been involved in several high profile conservation projects throughout China. He has worked closely with ICCROM, ICOMOS, UNESCO and World Heritage Institute of Training and Research for the Asia Pacific Region (WHITR-AP) over the years on several international activities including training, conferences and publications. The laudatio was read by Grellan Rourke, former Chair of ICCROM Council.

ICCROM Elected Council Members

Abdulaziz Al-Musallam
Alkhaaldi
Monica Bahamondez
Mourad Betrouni
Hilde De Clercq
Eglal Mohamed Osman
Elzuba El Malik
Khaled Karoui
Wataru Kawanobe

John Kimaro
B.V. Kharbade
Yong-han Kim
Elena Korka
Gunilla Lagnesjö
Marie Lavandier
Qiong Lu
Orysia Luchak
Valerie Magar

Oliver Martin
Blanca Niño Norton
Sharon Park
Virgilio A. Reyes Jr.
Birgitta Ringbeck
Britta Rudolff
Luiz Souza
Nieves Valentin
Gihane Zaki



Satoshi Yamato (1953 – 2014)

It is with deep sadness that ICCROM has learned of the death of our good friend and colleague, Mr Satoshi Yamato. Mr Yamato was a noted Japanese conservation architect who worked at the Agency for Cultural Affairs as Councillor for Cultural Properties.

Mr Yamato's first involvement with ICCROM was his participation in the 1994 edition of the Architectural Conservation Course (ARC) held in Rome. From 2002 onward, he lectured on the International Course on Wood Conservation Technology in Oslo, Norway and the regional wood conservation course held in Nara, Japan in partnership

with the Asia-Pacific Cultural Centre for UNESCO (APCCC) Nara Office. He was also a speaker at the 2007 ICCROM Forum on Privatization and Cultural Heritage and participated in the General Assembly a number of times. His most significant contribution to ICCROM, however, was as a member of the ICCROM Council from 2004 to 2011. He fulfilled this role with wisdom, warmth and good humour.

An expert in conservation and restoration of architectural heritage, he worked as a specialist for cultural property at the Agency for Cultural Affairs from 1987 to 2006. From 2006 to 2008, he was professor of World

Heritage Studies at Tsukuba University in Ibaragi. He returned to the Agency for Cultural Affairs in 2008 and became Councillor for Cultural Properties in 2011.

Yamato also participated in a number of high-profile international conservation projects including post-earthquake stabilization activities at the World Heritage Property of Prambanan in Indonesia, and the Ajanta-Ellora Conservation and Tourism Development Project at the World Heritage Properties of the Ajanta Caves and Ellora Caves in India. He was also involved in the post-disaster activities in Japan following the Tohoku Earthquake in 2011.

Alejandro Alva Balderrama (1945 – 2014)

It is with profound sadness that we learned of the death of our friend and long-time colleague, Alejandro Alva Balderrama.

Alejandro graduated in Architecture in Lima, Peru where he developed his life-long interest in traditional technologies, particularly those employing earthen materials. It was in this area that Alejandro would make his most important contributions to the field of conservation at the international level.

After attending the Architectural Conservation Course (ARC) in 1978, Alejandro joined ICCROM in 1980. Convinced of the need "to emphasize the relationship between tradition and modernity to preserve earthen architecture",

he developed a collaboration with CRAterre, the Research and Training Centre for contemporary earthen architecture, to launch the Gaia Project in 1989. Through Gaia, Alejandro led the design and implementation of four Preservation of Earthen Architecture (PAT) courses between 1989 and 1994. The project was then joined by the Getty Conservation Institute (GCI) for the implementation of two pan-American PAT courses, hosted at the archaeological site of Chan Chan in Trujillo, Peru, in 1996 and 1999. With this three-way partnership, the project evolved into the Terra project, which provided leadership in this field for nearly a decade and was instrumental in the establishment of the UNESCO Chair on Earthen Architecture, Construction Cultures and Sustainable Development, based at

CRAterre since 1998, and with member institutions in over twenty countries.

Alejandro was also one of the founders of the ICOMOS International Scientific Committee for the Study and Conservation of Earthen Architecture in 1987 and its President from 1990 until 1996. In 1999, he became the Director of the Architecture and Archaeological Sites Unit at ICCROM, until his retirement in 2005. In these years, he launched the very successful Architectural Recording and Information Systems (ARIS) courses, another close partnership with the GCI.

Alejandro's legacy at ICCROM includes his work on earthen architecture, but also his contribution to the concepts of sustainable

conservation through traditional knowledge and materials, and community involvement in the conservation and management of architectural and archaeological heritage. He had a profound influence on many colleagues worldwide.



Financial Information

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

	ICCROM Funds	Partner Funds	Total
INCOME			
Member States Contributions	3,662,813.00	0.00	3,662,813.00
Other Contributions¹	12,081.13	893,985.05	906,066.18
Other Income²	221,080.10	0.00	221,080.10
TOTAL INCOME (A)	3,895,974.23	893,985.05	4,789,959.28
EXPENDITURES			
Personnel Costs³	2,536,899.34	263,356.93	2,800,256.27
Programme Costs⁴	435,673.78	588,805.65	1,024,479.43
Financial Operation⁵	72,044.09	4,979.44	77,023.53
TOTAL EXPENDITURES (B)	3,044,617.21	857,142.02	3,901,759.23
OPERATIONAL SURPLUS (A-B)	851,357.02	36,843.03	888,200.05
EXCESS OF INCOME OVER EXPENDITURE TO INCREASE OPERATIONAL RESERVE			888,200.05

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.

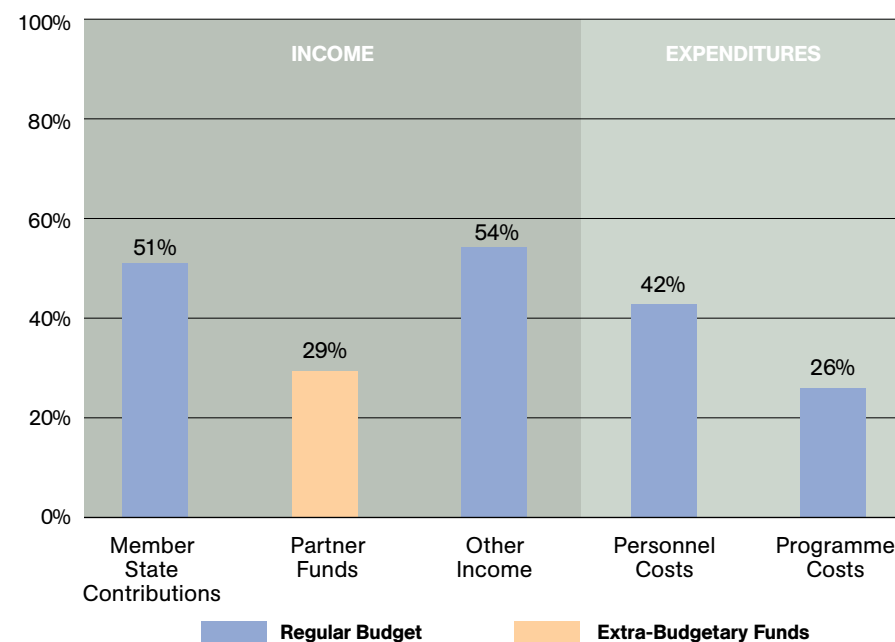
² Other Income: interests on ordinary bank accounts, administrative costs recovery, course fees, sales of publications and photocopies, and gain on invested funds.

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, adjustment of exchange rate and other sources of funds.

Total Budget Implementation including Extra-Budgetary (Partner) Funds as at 30 September 2014



The percentages refer to the amount of income received/expenses incurred as of 30 September 2014 in relation to the total amounts committed for the 2014–2015 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 9 months** of a 24-month (2014–2015) biennium.*



Member States as of October 2014

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

Permanent Observer Sovereign Military Order of Malta



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

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On the cover: A mural made from recycled material is seen in Damascus, Syria. According to Guinness World Records, the artistic work set a world record as the largest mural from recycled material measuring 720 meters square. It was created by Moaffak Makhoul and his team, the goal being to bring color and happiness to people during these difficult times. Photo courtesy of ANSA/EPA/YOUSSEF BADAWI.

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