

Day 1:

**Expanding Cultural heritage, why we need to
revisit conservation decisions**

***Archaeological Heritage management in the
modern world***

Webber Ndoro

The protection and preservation of archaeological heritage is increasingly facing major challenges due to modern development. The challenges range from the consumptive use of archaeological artifacts to the wholesale destruction of sites. The challenges to the preservation of artifacts have recently been fuelled by the economic crisis as they have been seen as a safe haven for investment. This has resulted in increased looting of archeological artifacts from sites and also in museums. The challenges are many particularly in trying to track and document the movements of these artifacts in the absence of systematic documentation.

Archaeological sites in both urban and rural areas are also under threat from infrastructural development and from the extractive industries. As our modern cities develop infrastructural needs increase and inevitably more archaeological sites and objects are destroyed. In addition, energy requirements lead to a number of extractive activities which are a threat to archaeological sites and objects, for example the extraction of platinum and oil. The dilemma is one of how to save archaeological sites and objects without being seen to be anti-development. The case of the Mapungubwe World heritage site in South Africa, illustrates this dilemma very vividly and will be used as an example of the challenges posed to archaeology in the modern world.

***From Historic Centres to the Historic Urban
Landscapes***

Joseph King, ICCROM

Over the past 40 years, the ways that we define the cultural heritage have expanded considerably. This is especially true in regard to our urban heritage. While the Venice Charter of 1964 does speak about the concept of setting, it is still oriented primarily to monumental and archeological heritage. In 1976, UNESCO adopted a recommendation to guide Member States on the "Safeguarding and Contemporary Role of Historic Areas". This recommendation and the ICOMOS

“Charter for the Conservation of Historic Towns and Urban Areas”, from 1987, have remained the main international standards for conservation in regard to urban heritage.

Our understanding of urban heritage has changed, however. Rather than centralized, homogenous urban areas, often bounded by historic walls, which can be protected through strict regulation and buffer zones, we have begun to understand that urban heritage sites are complex, living places, sometimes spread out over vast territories. Decision making often means the involvement of many actors including, not just conservation professionals, but also a vast array of planners, politicians, and communities of interest. Furthermore, considerations must be made not just of the heritage values, but also concerns for urban and regional planning, economic development, and energy conservation and management, to name just a few.

This presentation will attempt to trace the changing perception of the concept of urban heritage over time, with particular focus on our changing understanding of what constitutes the urban heritage, what problems affect it, both from within and without, and what role the various actors play in ensuring that the heritage values are protected over time. ICCROM's ITUC (Integrated Territorial and Urban Conservation) Programme will be discussed as well as ICOMOS' continuing work on this issue including its General Assembly in 2005 on the topic, "Monuments and Sites in their Setting - Conserving Cultural Heritage in Changing Townscapes and Landscapes".

The presentation will also look at UNESCO's most recent attempt at developing a new recommendation that takes into account our changing concept of the complexity of our urban heritage. This new recommendation on the Historic Urban Landscape has been in discussion for the past 6 years, in response to particularly difficult issues arising from contemporary architecture and large scale infrastructure projects being planned and implemented in or near World Heritage properties. The new recommendation will be examined for approval by the General Conference of UNESCO in November of 2011. Questions to be examined will include: the new definition of the Historic Urban Landscape being proposed by UNESCO, and how it may (or may not) affect decision making for urban heritage in UNESCO Member States.

A number of examples will be shown to illustrate the concepts presented, with a special focus on the Bay of Naples area in Italy.

Preserving Digital Culture: Here to Stay

Ann Seibert

Digital representations of information and culture are here to stay. These collections are growing exponentially and the types and complexity continue to shift constantly. In the archives, the library and the museum, as well as many other cultural centers, we are embracing the exciting challenges of preserving digital representations and collections and committing to a continuous learning environment. Some directions of inquiry, some bright spots of achievement and some centers for gaining knowledge, mostly on the web will be shared.

Asking specific questions to sharing appropriate responses for the conservation of contemporary art

Arianne Vanrell Vellosillo

The aim of this paper is to examine the characteristics and specific problems of an important group of contemporary art works. In particular, some of the frequent dilemmas presented by complex and intricate objects such as art installations, Net Art or Media Art, are outlined, and the strategies that have been developed to resolve these issues will be discussed. The development of alternative and appropriate strategies to preserve both the material fabric and conceptual meaning of these objects, is based on an understanding of the needs of, and the challenges posed by these intricate works of art. This paper will focus on four principal aspects concerning the contemporary collections:

The first aspect is that of the characteristics of modern art collections and the challenges presented by the material and physical complexity of some of these artworks. The enormous diversity of supports and materials, the technologies employed, their dimensions and the multiplicity of elements which can be involved present significant obstacles for their security and/or their manipulation. Moreover, museums are increasingly faced with the challenge of how to manage an increasing dependence on computer or electronics experts for the installation and ongoing maintenance of artworks, and the difficulties faced

in including these aspects as part of new protocols in the museum.

Secondly, coming from a classic education in art conservation, we have been acquiring new expertise to help us to respond to the additional needs of new artistic works. This is achieved through the everyday experiences met during the installation process, and by solving problems encountered with museum loans to and from other institutions, and also through participation in research or study projects, and sharing experiences with other museums and colleagues at conferences and seminars, etc.

In the third place, using this practical knowledge and in order to achieve an effective information exchange of new documentation we work together in transversal teams with all departments of the museum. This means that we share the responsibility to build together a new and profitable documentation in order to be able to take the right decisions in each situation.

Finally, the increasing demand for information by the public demonstrates to us a big curiosity about our procedures and decisions in conservation and restoration, which helps to improve not only the level of comprehension and understanding of the contemporary and modern collections, but also the valorization, enjoyment and awareness regarding their responsibilities for the care of their contemporary heritage.

Living Heritage

Gamini Wijesuriya

Defining heritage itself is a challenging task and it becomes even more challenging when a 'living' dimension is added to it. Nevertheless, use of the theme 'Living Heritage' has become increasingly popular within heritage discourse in the recent past. Debates on living vs. dead monuments (the dominant terminology of the past regarding heritage) originated in the formative period of conservation discourse when emphasis and interest seems to have focused on the latter. Interestingly all discussions on the theme 'living' seem to have been linked to the 'use' of heritage places or even more recently for the 'purposes for which they were originally intended'. Lately, particularly since the 2005 convention, the term 'Living Heritage' is being linked to 'communities' and the 'continuity' of traditions and practices. Furthermore, various countries use the theme to identify heritage that comprises of living dimensions or the continuity of traditions, skills and

even craftspeople (to be elaborated by Yasuhiro Oka following this presentation).

For this discussion, Living Heritage is characterized by the concept of "continuity"; in particular the continuity of a heritage site's original function or 'the purpose for which they were originally intended' and the continuity of community connections (presence of a core community). This core community is responsible for the continuous care of the heritage through traditional or established means (continuity of care) and engages in a continuous process of evolving tangible and intangible expressions in response to changing circumstances (continuity of expressions). In this sense, change is embraced as a part of the continuity or living nature of the heritage place, rather than something which is to be mitigated or kept to a minimum. Based on recent research and field activities of ICCROM, this presentation will try to define 'living heritage' based on continuity as the dominant concept.

"Living Heritage" for Japanese Painting Conservation

Yasuhiro Oka

Traditional Japanese paintings are usually mounted in various kinds of formats, for example, a hanging scroll, hand scroll, folding screen, or book, and so on. Most of these formats are constructed using auxiliary parts, such as some papers for lining, decorative golden brocades, metal ornaments, and lacquer frames. Most of these employ production techniques and materials that have been designated as the "living heritage" by the Japanese government.

In Japan, 158 paintings have been identified as national treasures and 1969 paintings as important cultural properties. The concern of Japanese painting conservators and restorers is to preserve the painting itself, but at the same time, if the additional parts are also fine artworks, or carry important historical meanings, they also have to be preserved. However, sometimes certain components have already been exchanged for others of inferior quality during previous treatments. In such situations, conservators try to select more appropriate replacement parts for mounting the paintings in consultation with curators or art historians. Consequently, conservators and museum curators continually require high quality traditional components made by skilled artisans for conservation treatments.

However, the changing life style of Japanese people has resulted in a significant decrease in demand for these traditional materials. In order to preserve Japanese paintings as fine arts, conservators have to communicate with artisans to also save these important auxiliary components. The Japanese government in cooperation with some conservators is currently researching the conditions of this field for preserving these "living heritages". In this presentation, the Japanese living heritage system and the current situation of this field will be introduced and illustrated with many images.

Day 2:

**The community in the present and future:
beneficiaries or partners?**

***Engaging communities in heritage processes:
challenges and opportunities***

Carolina Castellanos

In the past decades, the heritage conservation field has been faced with diverse challenges pertaining to the integration of communities in decision-making processes. The heritage discourse has integrated multiple concepts such as participation, engagement, and consultation, among others, but many challenges still remain to effectively meet the new conditions of our field of practice.

As more and more heritage processes advance in this direction, questions still remain: who constitutes a community? Who represents it? How do we give voice to the “voiceless”? How can multi stakeholder processes and participation be effectively managed to achieve results? How to ensure transparency? How are conflicting values reconciled? How can heritage contribute to human development? How can sustainability of the decisions made and their implementation be achieved?

This presentation will give a brief background on the integration of participation in the heritage discourse, followed by an analysis of stakeholders and potential tools that can be used to identify communities and manage participation in decision making processes. Examples of diverse cases will illustrate the challenges faced in participatory processes and the opportunities derived thereby.

***Archaeological Impact Assessment as a tool for
making heritage conservation relevant to
society.***

Nonofho Mathibidi Ndobochani

The relevance of heritage conservation to society and the responsiveness of professionals to cultural and contextual specificities has been a topical issue in the recent years. This has been made possible by the development of post-processual archaeological theory, which opened up doors for debates on multivocality in interpretation and presentation of the past to the world. These debates advanced several reasons for making heritage interpretation and management relevant to non-professionals. This revolves around issues of identity, history, national unity, ownership, power and control of resources, and the religious

aspirations of present societies to connect with their ancestral past. Arguments such as this are mainly intended to develop principles and strategies towards heritage management and conservation decision-making processes that are aimed at making heritage relevant to the world. As a contribution to this debate, this paper argues that while incorporation of indigenous and local communities in archaeological research and heritage management is indisputable, it is what to incorporate, how much to incorporate, and how to incorporate that remains a challenge to heritage practitioners. This paper is based on the premise that if rescue archaeology and its associated impact assessment programs are complimentary to archaeological research which has evolved to incorporate current debates in the archaeological arena, then rescue archaeology with its legal frameworks should evolve to incorporate local aspirations in its research designs, methodologies, interpretations and presentation of findings. What are the values communities attach to heritage resources, and considering the interchange between the natural landscapes and cultural landscapes, what other community cultural values should also be considered in the understanding of historical landscapes? How can impact assessments contribute meaningfully to management and conservation decision-making processes that are relevant to society?

Strategies for sustaining thousand year old monuments in India

Sathyabhama Badhreenath

The Indian nation has a vast heritage and is today among the foremost developing nations in South Asia. It is on the brink of globalisation, adapting to western cultural values, and possessed with purchasing power as never before. While these trends are obviously opening up the biggest democracy to make a mark for itself, this also brings varying challenges to maintain unchanged the relics and legacy of the past which are also equally important for a nation at the cross roads. Significant legislations and strategies for sustaining and preserving the cultural inheritance were enacted to manage heritage. The last decade saw the country being opened up to globalisation and this has resulted in increased pressure on heritage. Though most of the heritage structures of universal value are under the control of the government, new challenges are arising that require contextual solutions.

This presentation focuses on the case study of three Chola temples in Tamilnadu, India: Thanjavur; Gangaikondacholapuram; and Darasuram, which illustrate how a shared decision making process can lead to optimum benefits for both safeguarding the heritage and sustaining a positive balance for growth and development. In my position as the site manager of this property I am constantly evolving new strategies to sustain the cultural heritage.

Case study

Temple worship is a very common feature in the Indian context. The three great living Chola temples: Thanjavur; Gangaikondacholapuram; and Darasuram, are inscribed in the world heritage as masterpieces of Chola art (10th/11th century CE), and are also visited by thousands of devotees who continuously throng the temple.

The temples at Thanjavur and Darasuram are under tripartite control – the Centre, the State and the Hereditary trustee of the temple; while that at Gangaikondacholapuram is under the control of the State and the Centre. The overall management is coordinated by the Centre.

At all three sites the Centre is responsible for the conservation, safety and security of structures, environment and surroundings, and together with the State is responsible for the temple administration including the staffing structure and hierarchy, accounting and also aspects of rituals and festivals in connection with the temple.

To maintain and sustain the temple with all its structural and religious ramifications, the coordinating agency – the Centre – actively discusses issues with the other stakeholders: temple administering authorities; the State; and in the case of Thanjavur and Darasuram with the Hereditary Trustee (the owner of the temple). When security and environmental factors are involved, the local administrative personnel such as the Collector of the District and the police are also invited for dialogue.

The management of the different categories of visitors has now become the most important issue at these temples. The sustained conservation efforts and the resultant revival of rituals have placed immense pressure on the temples and their environs.

1. Increased religious usage has led to the performance of more abhishekas (religious rituals), the materials used during which choke the drains.
2. The lighting of ghee lamps to propitiate the deities has led to oil smears on stone surfaces, which require periodical cleaning.

3. The large number of visitors have necessitated the provision of a shoe repository, a cloak room and a souvenir shop.
4. For the intellectual visitor an Interpretation centre is essential.
5. Security has also become an important dominant issue.

The active collaboration of the different agencies has ensured that an equitable balance has been achieved in managing these cultural properties.

Integrating diversity within a cultural assimilation society: the participatory methods hypothesis in the French context of conservation of cultural objects.

Emmanuelle Cadet

This paper is written from the perspective of a former French conservator who has had the opportunity to engage into critical research on the social approach to heritage in France and Lebanon, within a PhD dissertation in political science. The national societies established on a strong cultural assimilation model are currently facing international developments (media flow and porous borders, normative aspects concerning cultural diversity and intangible heritage) that lead them to take into account the cultural diversity of their population.

In France, the search for recognition of migrant populations has recently been adopted by new civic actors, who bring out elements of their specific memories and particular histories within the collective memory, and become privileged interlocutors of museums institutions. The national heritage policies have responded to this need by creating a museum of immigration history (CNHI, Cité Nationale de l'histoire de l'immigration, Paris, 2007), and a museum of Mediterranean-European civilizations (MUCEM, Marseille, 2003). Two types of heritage are concerned: the cultural heritage of migrant populations, and a more specific heritage related to the history of immigration. Social mediation actions are multiplying with the aim of raising awareness amongst the public that stems from immigration, but who do not go into museums. Yet beyond those initial observations, it seems that heritage tools are struggling to bring about enhanced social cohesion, and thus it appears essential to turn towards participatory methods so that they retain or acquire a strong meaning for the

different people involved. In general, the methods used in France are only superficially participatory; decision making is rarely shared, particularly between museum professionals and the communities. To address this problem, two broad categories of museums can be considered, the traditional museums, and ecomuseums or society museums. This paper will discuss the presence or absence of participatory methods within these structures through several examples. It will emphasize, through a general structural analysis, the levels of participation of the different actors - professionals of the museum team, conservators, local community representatives, civic actors, social actors, and other people – in different choices: that of the identification of cultural objects, their conservation, restoration and exhibition, and also in the training of curators and conservators. The current conditions of weakening of public policy in the cultural heritage sector could finally be an opportunity for redistribution of powers. Provided there is awareness and willingness to integrate social values and participative actions in the collections conservation process, and a sufficient level of competence to implement these. Comparison with national and international experiences in similar contexts can nurture these approaches, which are important as methodological exchanges are rare. Thereby this article intends to offer an overview of networks working on these participatory issues. Beyond the national level, French heritage policies also have a responsibility to the necessary evolution of their model as it is still exported through cooperation programs to developing countries, without taking into account the diversity of their cultural values.

Value Fallacy: Preservation of Street Graffiti

Evita So Yeung

The Hong Kong Special Administrative Region Government preserved a piece of Tsang Tsou Choi's street writing in 2009 in order to meet the request of a particular group of people. Nevertheless, the value of the piece is controversial and a dichotomy exists between the views of the professionals or specialists, such as the art historians, scholars and museum curators and that of the stakeholders. Similar debates also exist in many countries when dealing with graffiti or old buildings. This paper discusses how the stakeholders won the Government's support in preserving Tsang's street writing. The then prevailing social and political conditions are also examined.

Living heritage as a process

Gamini Wijesuriya

In dealing with Living Heritage, we call for a paradigm shift in the conservation decision-making process. Instead of more familiar top-down processes led by experts, ICCROM promotes a more interactive, bottom-up approach known as the Living Heritage Approach. This approach recognizes the core community which is directly linked to the heritage place as the key decision maker. This does not preclude the role of 'other' communities (or stakeholders) including professionals and government authorities at different levels. However, in assessing values and making decisions, hierarchy may prevail while intangibles may be privileged over tangibles in conservation interventions. The basic premise which we wish to promote in relation to decision making is that 'while the protection of the past appears to be a simple concept, both the "past" and the nature of its "protection" are culturally defined'. For this purpose, we propose to go beyond 'participation' and to introduce the idea of empowering communities. Thus they become beneficiaries as well as partners and most importantly the core decision makers and long term care takers of heritage. The second part of my presentation will be on living heritage approach as a process for promoting community empowerment.

Day 3:

**From multi-disciplinary voices to
interdisciplinary dialogue**

Beyond the box - science and making decisions

José Luiz Pedersoli Jr. and Katriina Similä

Cultural heritage conservation involves decision-making in the face of high system complexity and uncertainty, and within a dynamic framework of values, judgments, and ethics. The same is true for other key sectors such as public health and environmental management. A significant challenge recognizably shared by these sectors is the need for more effective integration between science and decision-making to improve quality of life and the sustainable use of available resources. Understanding and addressing the underlying commonalities beyond sectoral specificities, taking advantage of lessons already learnt in other sectors, may therefore provide a useful way to help improve decision-making and the meaningful application of science in cultural heritage conservation practice.

Major issues shared by different sectors concerning the integration of science and decision-making, from individual decisions to policymaking, include: misperceptions of science, the role of science and scientists in decision-making, and science communication.

Perhaps the most common and serious misperception of science is that scientists can fully understand, predict, and control the behavior of any type of system - from the human body to ecosystems to cultural heritage artifacts - under any set of circumstances. Failure to recognize that science has limitations, as well as to understand what these limitations are, often leads to frustration when trying to use scientific outputs to inform practical decisions. This, in turn, may lead to another misperception, i.e., that science is useless and cannot provide critical information for decision-making. The ongoing debates on new epidemics, nanowaste management, or climate change and its implications are good examples of this problem. The limitations of science include bias, uncertainty, use of models, dependence on hypothesis testing, observability and measurability limits, time and resource availability. Improving the scientific literacy of non-scientist decision makers, professionals, and other stakeholders involved in the process is a powerful way to overcome this problem. It can significantly contribute to eliminating misconceptions about science, allowing all interested parts to constructively and more

effectively engage in the (conservation) decision making process, taking full advantage of what science can actually offer.

Although interdisciplinarity is widely recognized as a prerequisite in decision-making, the role of science and scientists in the process does not seem to be fully defined or agreed upon. Some of the main issues concern science advocacy and scientific bias. On the one hand, there is the belief that the contribution of science and scientists in the decision-making process should be strictly impartial and factual, providing credible evidence to inform decisions without driving them. Under this view, value judgments, preferences, and advocacy should not be mixed with science. In practice, however, scientists are susceptible to social influences, they possess a set of subjective (non-scientific) values, and are bound by funding and/or academic production, which can impart some degree of bias. On the other hand, there is the opinion that science intrinsically involves advocacy and values, and that scientists should play a more prominent role in view of their knowledge, ethical responsibility, and perceived credibility. This lack of consensus about the role of science and scientists in decision-making can lead to conflicting expectations and counterproductive attitudes by the different stakeholders, including scientists themselves. This can be improved by jointly discussing roles and responsibilities early in the process, and by improving scientists' understanding of the decision-making context - stakeholders, values, politics, local/traditional knowledge, etc.

The fact that scientific knowledge and information is not communicated in a clear, accessible, and usable way to non-scientist decision makers and professionals, or to the public, is often criticized. This includes language/terminology barriers, availability beyond academic journals and conferences, lack of uncertainty estimates for risk assessments, scattered information, unclear relevance or applicability to practice, etc. On the other hand, scientists often complain that their input is ignored by decision makers. Limited scientific literacy does not allow other stakeholders to formulate their ideas and questions in a way that is meaningful for scientists. There is a clear communication gap between scientists and non-scientists, which compromises the effective use of available scientific knowledge to inform decisions. It is therefore essential to bridge this gap through more frequent and effective sharing of research findings and needs between scientists, decision-makers, and other stakeholders; improved tools,

channels, and mechanisms to generate, compile and disseminate scientific information so that it is readily usable for decision-making; improved intellectual accessibility in terms of more effective presentation of scientific information and increased scientific literacy of users, etc.

Changing decisions

Dinah Eastop

This paper will explore the interaction of material, social and cultural forces in deciding about conservation interventions, which can change objects in their material form, in their institutional role and in the meanings attributed to them.

This paper will focus on interventive treatments. When conservation interventions are made, decisions have to be made about what is important and, thus, what features should be prioritised in the intervention. A conservation intervention arises from a desire to conserve an object, with conservation understood as investigation, preservation and presentation. The decision to conserve will lead to a social process, discussion about what is to be conserved and how. As the conservation intervention proceeds, it may change in response to the results of materials' investigation and differences in opinion. At these times conservation principles and practices may need to be questioned, tested out and elaborated in a social process of consultation. This results in a circular process of material and social change over time.

The paper will draw on four published case studies, selected to reflect a variety of conservation interventions, object types and institutions, and to see how the decision-making process is explained. The case studies relate to the conservation of: an eighteenth century upholstered armchair made, used and preserved in Britain; European garments of seventeenth-century silk embroidered with gold and silver and now in a museum collection in the USA; a monumental sculpture of the first king of Hawai'i, made in Europe for display in Hawai'i; and *Transparent Tubes*, a plastic sculpture by the British artist William Turnbull. These case studies show four contrasting approaches to conservation. Each intervention (whether the conservative in situ upholstery treatment, the radical reconstruction of the seventeenth-century garments, the stabilisation and re-painting of the sculpture or the re-fabrication of the plastic sculpture) sought to achieve similar goals of preserving and presenting what was considered significant. In each case the interventions aimed to meet current needs while

acknowledging future needs by thorough documentation and use of reversible methods. The case studies provide vivid examples of the interplay of the material and the cultural.

Conservation of fourteen medieval icons from the town of Nessebar in Bulgaria

Stefan Belishki

The icons are central part of an exhibition, planned to be presented in Thessaloniki in the summer of 2011, with focus on the Byzantine art at the Black Sea coast. This is a joint project between several partners: the National Gallery in Sofia, responsible for the icon collection, the Byzantine Museum in Thessaloniki who will display the exhibition, the European Center for Byzantine Studies in Thessaloniki, who initiated this project and who is responsible for the preliminary investigation and observation of the icons, the team of Bulgarian conservators, who were in charge of the conservation work of the icons, an international foundation, who supported financially the conservation and the Association of Conservator-restorers in Bulgaria (ACB), involved in an external supervision commission.

My participation was as a member of this external commission, which was supposed to coordinate the decision making process. The project was interesting for me with the opportunity to be part of the decision making process, and to be able to observe various elements of the project: management, communication and coordination, time planning, solving unexpected problems etc. The commission's first task was to approve the conservation program, proposed by the chief conservator of the project and based on the results of the preliminary study of the icons.

The second meeting of the commission, several months after the first one, encountered a delay from the scheduled conservation operations with some of the icons. With two of them, changes to the envisaged interventions by the conservators for ethical reasons required more time than was originally planned. In another case the slowdown was caused by insufficient time allocated for the conservation work.

The deadline for completion of the conservation was postponed, also because of lack of coordination of conservators' contracts and the exhibition planning in Thessaloniki. The Director of the National Gallery in Sofia changed in the middle of the project. This fact impacted negatively on the project coordination because part of the project

documentation was claimed to be lost during the transition period.

New delicate issues arose at the end of the conservation work, when the results had to be approved by the commission and presented to colleagues from the Byzantine Museum in Thessaloniki. The Greek colleagues were surprised by the rather minimalist approach to retouches in most of the icons and entirely disagreed with the loss compensation in one of the icons. The commission was then sent to Thessaloniki to discuss this disagreement between the two parties, followed by a visit in Sofia of the Director of the European Center for Byzantine Studies. Eventually the problems were resolved but this took additional time.

The presentation will discuss further the problems related with this project: management, planning and coordination of the work, and communication between some of the members of the team. Also: the different approaches and understanding (or sometimes misunderstanding) of the tasks by the different parties involved. The positive results and achievements will be also outlined.

Stakeholders in heritage preservation and sustainable strategies of building renewal, the case of the Cekovica building

Milijana Okilj

This paper discusses issues relating to the research and implementation of sustainable strategies in the preservation and protection of building heritage seen as part of urban renewal strategies. It examines the special features of the treatment of cultural heritage in the Bosnian social and cultural context. Due to a series of unfavorable circumstances, there are many deteriorating or degraded structures. Their treatment reflects how we relate to our past and our roots.

In treating the issue of strategy implementation, this paper analyses and investigates the possibilities of using the experiences of other countries such as those related to economic measures (privatizing cultural goods while maintaining their public use, fiscal deductions etc.), and also the possibilities for adopting measures from other spheres. When considering conservation strategies it is important to reflect on sustainability on the one hand, and on architectural and urban renewal on the other.

The stakeholders (architect-planners, public citizens, planners, investors, and heritage preservation services) are analyzed in the context of cultural heritage restoration. The relation to

heritage and history is a complex and changing problem. The relationship to heritage speaks about values in society because the heritage is what has been identified as being significant for the whole community, and is linked to identity, which is important in the collective mental map. The views and links with the past are expressed through architectural practice, in various ways. Unfortunately, today there are examples of complete devastation or destruction of cultural property. While the factors responsible are diverse, the final result is the same; historical facilities are irreversibly lost.

Nevertheless, there are a number of positive examples of where stakeholders have collectively worked together to reach favorable solutions for the protection of cultural property and the interests of the community. This paper analyzes the reconstruction the Ceković house in Pale, where the cooperative involvement of the heritage preservation service (the Institute for the Protection of Cultural, Historical and Natural Heritage of the Republika Srpska), the local community (municipality of Pale), the owner (the Serbian Orthodox Church) and the Government of the Republika Srpska found the best solution.

The final result is that the conservation and restoration works carried out were managed by the heritage preservation services and financed by the Government of the Republika Srpska, the Serbian Orthodox Church and the local community. In addition, the owner transferred part of the building to the local community. Once a residential building, the Cekovica building was given to the Serbian Orthodox Church by the former owner and adapted for new purposes. The ground floor is an exhibition space for the Art Colony Pale, the first floor an exhibition space of the Museum Metropolis Dabrobosanske and restoration and conservation workshops are located in the attic. A small amphitheater where variety of cultural events are held during the summer was built in the courtyard of the building. Regular communication resulted in common decisions being made that identified solutions that ensured the preservation of cultural goods and benefited the local community.

“Will you love your monumental house if we restore it?” Restoring the owner’s relationship with his/her monumental house rather than just restoring the house.

Elenita Roshi

The World Heritage Town of Gjirokastra, Albania is an extraordinary example of the long and difficult

survival of a late medieval town where local and Ottoman architecture is merged masterfully. Gjirokastra has some 2200 typical stone houses, with around 600 cultural monuments that constitute 22% of the Albanian list of Monuments. Gjirokastra was declared by the Albanian Government a Museum City in 1961, which was quite unusual for a radical communist country. Out of 600 monuments 54 were first category houses (the best ones) in which no changes or alterations of any type could be made.

While the first category houses were restored by the State, they were mostly expropriated and their owners asked to live elsewhere.

During first years of democracy, (1992 onwards) a special national commission was formed to address the former owners' requests for the return of their lost properties. Before communism, there was no de jure legal transfer of property rights but the house was de facto bequeathed to the youngest man of the family. Therefore property rights were given to the oldest person in the family which had some old legal document proving property rights (this could be the dead grand grandfather of the family), and so all his descendants were then owners.

Multi-ownership (one first category House had 72 owners) and a long time detachment motivated the disinterest of large families in their house. The state had no more power or money for monumental houses, while their families has neither money nor will. Because of neglect and abandonment the most endangered monumental houses in Gjirokastra are now the first category ones.

The Gjirokastra Conservation and Development Organization (GCDO – www.gjirokastra.org) has been working in Gjirokastra since 2001. Its mission is the sustainable development of Gjirokastra based on its heritage. The restoration and revitalization of the monumental houses is a great part of its work.

This article discusses GCDO's work in restoring not just the first category houses but most importantly the owner's relationship with his/her house as one of the main factors for the sustainability of the revitalization process. Houses are chosen from a priority list prepared by the Institute of Monuments of Culture (IMC) - the highest responsible institution in Albania. Since the owners' willingness and commitment to collaborate is required in the project, they are asked if they want their house restored while the project steps are explained (as outlined below). If agreed the process continues, otherwise, another family will be approached.

Project steps:

- (a) Identify the owners and gather them in site to show the state of conservation of the house (they may have never seen it). Collect/research memories; create a family history and genealogy tree.
- (b) Explain the house values; determine together the future usage of the restored house.
- (c) GCDO provides the restoration funding (for which it undertakes fundraising); therefore the house has to host for 3 to 5 years a public service (rent free) that will benefit and is approved by the community.
- (d) Prepare the restoration proposal in consultation with the family while respecting the Albanian heritage law which allows no change to the houses' façade and interior. Obtain approval for the restoration proposal by IMC.
- (e) Undertake restoration and supervise with the owners: re-explain the added value of restored house. Connect the family to the community through the public service provided in their house.

The duration of this process is not at all short and requires strong and reliable partnerships with local, central or other heritage organizations. The project is promoted so that other families follow the example.

Conclusion: while built heritage is restored, its current values can generate the creation of new values such the social capital created among the members of large families and between a family and its community.

***Decision making based on dialogue.
Preservation of Danish Churches under
Consultancy of the National Museum***
Kirsten Trampedach

This contribution to the seminar describes the decision making process in projects concerning preservation of Danish churches. It will deal with the interaction between the users, the authorities and their consultants, and describes the strength and weakness of a democratic system. Danish churches are not protected monuments. A church council, democratically elected for a period of four years, is responsible for the protection of church buildings, the inventory and decorations. The council consists of local people usually without any particularly knowledge about antiquarian matters. All interventions concerning buildings, the

inventory and decorations more than 100 years old, however, must be approved by the bishop/diocese. The decisions are based on the opinions of consultants, of which The National Museum provides expertise within archaeology, art history, cultural history and conservation.

As consultants, the National Museum has no authority, and a successful advisory process is thereby dependant on a fruitful dialog between the council, the church authorities and the projects leaders, such as architects.

As advisers we seek solutions where present needs can be implemented while respecting antiquarian values. This process most often leads to agreements, sometimes to compromises, but also can end in defeat and irreversible loss of values. Therefore, as advisors the National Museum depends very much on the bishop and the council's understanding and acceptance of churches not only as living houses but also as important witnesses of our common cultural heritage.

Conflicts occur when desired alterations lead to distortion or destruction of cultural and art historical unities, or in the worst case involve irreversible interventions. Therefore, a very important discipline for all consultants is communicating the importance of preserving cultural heritage. This is done not only to convince the authorities, but also to promote the message to the local society directly or through the council. The consultant also gains by this process, as she/he has to reflect on his/her own attitude as a guardian of cultural heritage.

The fact that the church buildings are both structures used for religious ceremonies and house cultural heritage has protected them for thousands of years, compared to castles, secular houses etc. which have disappeared once they fell out of use.

Requests for modern facilities or major changes in furnishing due to fashion or new activities challenge the protection of values, and without any sanctioning authority advisors are occasionally overruled. But in most cases recommendations are followed, although anarchistic actions do occasionally occur.

The diocese and the councils have much freedom to make decisions on their own. But they also have confidence in the system. This attitude combined with a tradition of consensus in decision making processes benefits the cultural heritage.

Case studies dealing with archaeology, alteration of church interiors and the conservation of wall paintings will illustrate the aspects mentioned above.

Linking emergency decisions with long term sustainable recovery process

Rohit Jigyasu

Emergency situations are special since they present a decision maker with a context that is characterized by extraordinary constraints on resources, the need for urgent actions and a critical psychosocial state that is markedly different from the normal situation. However actions taken under these extraordinary situations can have profound bearing on the long-term recovery of the community and its heritage. This presentation will discuss those critical aspects of decision-making in emergency situations that need to be considered for sustainable long term recovery of cultural heritage.

It is difficult however to judge these essential considerations beforehand without considering the impacts of these decisions in hindsight. Therefore the presentation will illustrate these considerations through case studies of post earthquake reconstruction in Latur and Kutch in India by assessing the long term impact of rehabilitation policies formulated in the immediate aftermath of the earthquake. Patterns of adaptation and change in these areas demonstrate how small decisions taken during emergency can have wider socio-economic and physical implications. These cases will also show the importance of understanding the local context, especially with respect to local vulnerabilities as well as capacities, skills and resources while making decisions. These would also emphasize the necessity and ways of engaging various stakeholders especially the local community not as passive recipients but as active participants in decision making process. These considerations are significant for us conservation professionals for making decisions during emergencies especially with regards to immediate protection, repairs and long term recovery of cultural heritage although we largely remain at the periphery of the reconstruction process.

Conservation Decisions in Times of Conflict

Aparna Tandon

This presentation will focus on the response to cultural emergencies in fragile and conflict situations. Using examples of intentional as well as indiscriminate damage caused to cultural heritage in Uganda, Afghanistan, India, Sri Lanka and Western Balkans, it will identify factors that depending on the context of the conflict, influence

conservation decisions to a lesser or greater degree.

Often marred by incidents of communal violence and the break down of authority, areas caught up in conflicts also tend to be more vulnerable to natural hazards such as earthquakes and floods. The unprecedented damage caused to life and property in recent disasters—e.g., cyclone Nargis in Myanmar(2008), floods in Pakistan (2010) and earthquake in Haiti (2010)—has underscored the need for long-term assistance and greater investment in capacity building for disaster risk reduction. The evolving body of research on disaster risk management emphasizes how disaster events in conflict settings can be seen as opportunities for building back better. At the same time, it calls for the integration of emergency response and early recovery processes with confidence building and reconciliation processes.

This approach of using response and recovery actions to increase social cohesion and promote peace may have several implications for shaping future conservation decisions in times of conflict. By way of a conclusion some of these will be discussed in the context of the 2010 disaster in Haiti.

Day 4:

Decision-making tools and approaches: What to keep, what to look for?

"Conservation-Restoration in Europe: evolving the concepts and principles developed in the Twentieth Century"

Marie Berducou

In past years, during each Sharing course, I offered an overview of the principles of conservation and restoration, as they developed in Europe, attempting to place them in an historical perspective. The presentation always concluded with a proposition for a methodological framework for conservation projects. We will not dwell on these items during this seminar. However, here are just a few reminders:

- The discourses were formulated for the built heritage in the nineteenth century (Ruskin, Viollet-le-Duc, Boito, Riegl). During the twentieth century, these principles were primarily focused on the preservation of "original material", and a respect for all historically significant additions (Athens conference, Venice Charter).

- They were further developed for works of art in the twentieth century (Brandi, Philippot), placing a respect for original materials at the heart of conservation-restoration and raising a difficult question: how do we take into consideration the material history of works undertaken to the object (additions, alterations, transformations, etc.) within a conservation intervention?

This brief summary highlights perhaps the extent to which European thought is dominated by the historical dimension of cultural heritage: in that the material study of cultural heritage is focused both on everything that establishes with certainty the origin and original form of the object, as well as the indicators of its evolution over time. The paradoxical nature of this thought process becomes quickly apparent: can one logically integrate all traces that reflect the aging and history of an object within a conservation project whose scope is to define and establish which interpretation of the object is to be presented? If so, should we accept that the present conservation project is itself a moment in the life of the object, as are any other previous interventions?

With the emergence of the concept of "outstanding universal value", which was coined in the 1972 UNESCO Convention Concerning the Protection of the World Cultural and Natural Heritage, the classic European concepts of integrity and authenticity are challenged by the prism of cultural diversity: "Judgments about value attributed to cultural heritage, as well as the credibility of related information sources, may differ from culture to culture, and even within the same culture. The respect due to all cultures requires that cultural heritage must be considered and judged primarily within the cultural contexts to which it belongs".¹ This compels us to question a vision that focuses too exclusively on the conservation of the original and historic materials of the object, as stated above. Without a revision of this approach, "old world" Europe will be unable to engage with new forms of cultural heritage, which demand different points of reference and different methods than those that have been developed for historic monuments and works of art of the past. We will briefly try to demonstrate this through three examples:

- The "Iles des machines" in Nantes, or how to revitalize obsolete port facilities while maintaining a respect for the spirit of place;
- The flour mill at Aumale, or how and why to preserve a humble component of nineteenth century industrial heritage which is protected as a historical monument;
- A contemporary artwork, the concept of which takes precedence over its material components.

Who would be a leading actor in conservation decisions? - Korea's challenge of shaping government-private partnerships in establishing a code of ethics.

Sujeong Lee

Political shape in terms of who would be working as a leading actor in protecting heritage, either a government or the public, and their partnership is an important aspect in fostering an efficient decision making process. Suitable models of sharing their roles can be different according to each culture due to their historical and cultural context as well as prevailing attitude towards assessing various values of heritage in society. In Korea, the government has played a leading role in most decision-making for setting out heritage

¹ Operational Guidelines for the Implementation of the World Heritage

Convention, Article 81, UNESCO 2005.

<http://whc.unesco.org/archive/opguide05-en.pdf>

policy and legal frameworks, implementing them in practice, and operating individual conservation projects for nationally and locally valued heritage by enacting acts and regulations, and providing funding and technical supports. Reasons for why the government has been the leading actor in heritage research and management can be explained by their historical experiences in introducing modern concepts and principles of preserving material remains during the Japanese Colonial Period and amalgamating them into national policy intended to recover national identity. The government's authoritarian decisions over the last 60 years have been regarded as trustworthy by the public due to a lack of public knowledge and ignorance and therefore, rarely tested and challenged. There is no doubt that such a government-lead model in decision-making for preserving heritage has worked efficiently in Korea during the time. However, in recent years this top-down management has been questioned and asked to reform as public involvement and knowledge in heritage conservation has extended: several public campaigns have been launched against the demolition of historic buildings, and private institutes have been established to monitor government policies. Such developments encourage the government to share their roles with the private sector so that public opinion and the involvement of non-governmental experts' can contribute to conservation decisions.

This presentation takes one research project on a 'Code of Ethics' as a case study to address emerging challenges and problems of government in shaping government-private partnerships to foster a logical thinking process in conservation for both experts and the wider public. Like most Asian colleagues a code of ethics has been unexplored territory for Korean conservators, while it has been a self-regulated tool for western ones in making decisions. A newly launched research project by the government-based National Research Institute of Cultural Heritage (NRICH) of Korea aims to devise an applicable set of ethical principles for conservators, working in both government and private sectors to help them make rational decisions. The aims of the three-year project (2010-2012), 'a Preliminary Study for Establishing Code of Ethics of Conservation', include: to introduce international codes of ethics to domestic conservators and heritage-related professionals; and to work with internal and external experts in both governmental and non-governmental institutes to establish an applicable Korean code of ethics. The authoritarian-passive attitudes between governments and private sectors toward initiating and implementing new ideas and policies for the

last half century remain in the present practice, and this generates challenges for NRIC to mediate an efficient communication between government and private sectors in conducting the project. Moreover, there are limitations to establishing an equal partnership based on a mutual understanding about why and how to develop a code of ethics.

This presentation examines the progress to tackle the problems and limitations and concludes with a set of possible suggestions for further improvements in establishing local ethical guidelines for rational decision making.

Cultural interest and globalization: the legal tensions of a couple

Négre Vincent

Globalization tends to amalgamate national cultures and identities by examining them uniquely in terms of the economic value of cultural heritage and of cultural outputs. Over time, the global market and cultural heritage have developed a tense relationship. Cultural heritage is destined to outlive humans, while the market is fuelled by the consumption and replacement of goods to meet the immediate demands of a globalized society. National legislation and international standards are used to supply a framework for regulating this relationship. States have used the concept of cultural exception in the past, and today that of cultural diversity to establish and legitimate the protection of cultural heritage, and defend it from commodification, as developed through agreements within the World Trade Organization. Now, a resistance front is being established to claim that the definition, protection and regulation of cultural heritage falls within the exclusive competence of the State. Public interest constitutes an important driving force for the conservation of cultural heritage. However, cultural heritage is nonetheless subject to pressures imposed by market forces, which are dominated by private interests. This balance of power is not fully taken into consideration by international legislation. In particular, the economic dimension of cultural heritage, as promoted by globalization, remains a reality and is an important factor in its conservation. In the long run, international legislation will inevitably have to evolve towards finding a balance between the public interest (which underpins national policies for cultural heritage conservation) and the economic values of cultural assets. This will be achieved by viewing them in terms that exclude global commodification. Based on a description of this situation, this presentation will

discuss the stakes that conservation of cultural heritage has within the processes of globalization. It will also examine the mechanisms that could be deployed by national legislation and international law to renew and establish new principles for the protection and conservation of cultural heritage, in response to the pressures imposed by commodification.

An overview of decision making tools and approaches in other fields

Stefan Michalski

The purpose of this presentation is to give an overview of decision making (DM) tools and approaches currently taken in fields outside conservation. For this exercise I focused on two basic components: a couple of fundamental ideas, and a whole lot of indirect bits that seemed to me to say something useful for our particular business of sharing conservation decisions.

This overview starts with available definitions for the different types of decision making and models used (as categorized in terms of their general purpose), as well as some of the basic graphical and mathematical tools used to support decision making (depending on the level of complexity involved). For routine decisions involving the sequential consideration of individual criteria it is common to use simple visualization methods (diagrams) to illustrate the decision making pathways. For more complex multi criteria decision making, decision matrix tools are useful, for which software is available to facilitate. Last and not least we come to a consideration of the psychology of human behavior involved in decision making. It is self evident that human behaviour, our emotional responses and thought processes are key determinants in the style of DM adopted, and ultimately the quality of decisions taken. It is important to recognize the differences between rational and intuitive processes, the relative advantages each can offer, and to balance these. Through this we come to a better understanding of the way we arrive at the decisions we make, and if they are likely to prove useful in the longer term.

The QALY – a cost effectiveness approach from health care applied to collection care

Agnes Brokerhof

This presentation introduces the concept of 'quality adjusted life year' (QALY), a model used to measure cost-effectiveness in health care, and its potential to inform collection management decisions. It describes the basic theory behind the QALY, its adaptation to collection care and its application in a case study. It demonstrates that a utilitarian approach looking at 'collection quality', which includes values, accessibility, development, use and life expectancy, can place risk management and decision-making in the larger context of collection management.

The growing interest in 'collection risk management' is shifting the focus of preservation from retrospective improvements, where losses have occurred, towards a prospective view of minimising loss. The risk management process involves assessing risks, identifying options for risk reduction, and deciding on and implementing the best option. Best options are usually selected on the basis of reducing the magnitude of risk or uncertainty with preference for the most effective option, where effectiveness is improved preservation. Yet with competing resource requirements, cost-effectiveness analysis should also be included in decision making. This situation is comparable to the allocation of health care resources especially in the UK and the Netherlands, where resources are limited, and as a result priorities must be established. Criteria that play a role in these choices are necessity of treatment, effectiveness of treatment, cost, and social righteousness. One way to express and compare the effectiveness of medical treatments in health care is using the unit of measure known as the 'quality adjusted life year' or QALY (Brouwer and Rutten 2006, Phillips 2009). One year lived in perfect health is equal to one QALY whereas death is equated to zero. A QALY takes into account both the quality of life and the quantity of life (life expectancy) generated through particular health care interventions.

Similarly, choices for resources to support collection care need to be well argued and, for risk reduction options to be sustainable, they should not drain future resources. In order to apply the QALY approach to collection care issues, the 'collection quality' needs to be defined and assessed. Looking at collection management from a utilitarian perspective, 'quality' refers to the ability to use collections. This is derived on one hand from the values and significance of a collection for present and future generations, and on the other hand from

their accessibility. A quality curve shows how collection quality changes over time. Without interference the quality curve will generally follow a sigmoid pattern. The surface area under the quality curve is the product of quality and life expectancy, and represents the number of QALY's. The quality curve will shift as a result of a particular conservation treatment or measure. For example, life expectancy can be increased, rate of decay can be slowed down, or quality can be improved. Consequently the surface area under the curve will change. The increase in surface is a measure for the effectiveness of the treatment. This makes it possible to compare different treatments with each other or with the zero option (current situation or no treatment), and express their effectiveness in terms of added QALY's and subsequently their cost-effectiveness in cost per QALY or in incremental cost per QALY (ICER). The latter looks at the ratio of the change in cost of a treatment to the change in QALY's. Added QALY's at lower costs are always dominant, while added QALY's at higher costs require calculation of the ICER to determine the best option. Loss of QALY's at lower costs could be acceptable savings, yet at higher costs they are a waste and hence dominated by the current treatment. Thus cost-effectiveness can be taken into account in the overall decision-making process at a collection management level.

An indicator for measuring the state of conservation of urban heritage sites: theory and structure

Silvio Mendes Zancheti

This paper sets out a proposal for an indicator of conservation to assess the state of conservation of urban heritage sites . The indicator of the state of conservation (Isc) was designed as a monitoring instrument for evaluating the conservation performance of cities, towns, villages and other types of urban areas of heritage value. The indicator was designed to perform two tasks: (1) to evaluate how the conservation of an urban site evolves over time (internal performance analysis) and (2) to compare cities with respect to their conservation performance (comparative performance analysis). This paper presents the main concepts used as key performance indicators (KPI), that is, significance, integrity and authenticity and how they contribute to meeting the objective of attaining the sustainable conservation of heritage sites. The paper also presents the mathematical structure of the indicator.

It is clear from the literature that significance, integrity and authenticity are the three central variables for assessing the state of conservation of heritage sites but what has not so far found general acceptance is first how to determine estimated values for them. These concepts are qualitative. They cannot be measured in the traditional way expected of objective investigation. The values for these can only be estimated subjectively by individuals or groups of individuals. The paper sets out a model for this and presents the methodology used to determine the two sets of weights used in the indicator of the state of conservation of urban heritage sites. This methodology involves the use of the technique of the Delphi panel of experts in allocating scores for: (a) each KPI in the Isc equation, and (b) the opinion of the stakeholders in order to determine each KPI.

Day 5:

Sharing conservation decisions: How to teach it?

Using the SCD tool-kit

Helen Hughes

This paper outlines the attempts of one Sharing Conservation Decisions student to disseminate the ideas of the course within the conservation community of their home country. Attending SCD06 provided me with an opportunity to embrace modern conservation theory and take a more holistic view of the management of cultural heritage and the wide range of values which direct its management. But as the course progressed we became increasingly uneasy, and as a group eventually cried, 'Isn't it cruel to taunt us with this Utopian vision when we will have to return to the harsh realities of the conservation world?' But finally we realised that the course did not intend to give us an instruction manual but rather supply us with a tool-kit of ideas, examples and systems we could adapt to suit our own needs and situations. On my return I considered how I should make use of my tool-kit. During the course I had become aware of my 'Anglo-oriented view of conservation history', and how comfortable the other students were with the idea of 'theory'. My perceptive, multilingual fellow SCD students observed that in English theory means something philosophical and very scary. In other languages theory generally means 'methodology' – a pre-established frame-work/convention within which we carry out our work. It was suggested that I use my joke 'Who's afraid of Cesare Brandi?' for title of an article about the SCD06 course. The article appeared in the March 2007 Issue of ICON News (the bi-monthly magazine of the Institute of Conservation) – and did provoke a wide range of comments. I suggested that UK conservators were not engaging in modern conservation theory and still embraced outmoded values formulated in the 1970s and 1980s relegating themselves to the role of white-coated boffin and effectively absolving/banning themselves from taking part in the decision making process. I suggested that an attempt be made to run SCD – UK (a shortened version of SCD), tailored to meet the needs of British conservators. In December 2007 I attended an ICCROM planning meeting at La Venaria, Turin for the forthcoming SCD08 course which included a review of SCD06. At the meeting Marie Berducou drew up a concise 'road map' of the course identifying the three elements of the course: the object, the context, and the decision making. I

seized this 'road-map' as a model for a three-day course. West Dean College kindly agreed to host the proposed course. As a richly furnished historic house, a functional residential conservation college, and country estate, the college itself would supply wide range conservation case studies – meaning that the students would not need to travel. I was assisted and encouraged to proceed with the project by Rosalia Varoli-Piazza, Dinah Eastop and Jonathan Ashley-Smith. Dean Sully and Sue Bradshaw kindly provided additional input. All of these plans finally came to fruition in November 2009 when the course was delivered to eleven conservators. The success of the course may be assessed by the review of the course written by three of the participants: 'Discussions were honest, lively and varied... ..problems were shared and debated, and new pathways opened up and solutions suggested' '...it was clear we were experiencing a slightly different take on issues surrounding the conservation of cultural heritage.' 'The course encourages conservators... ..to take part in the discussion on challenging issues from the knotty subject of terminology to the power of the conservators voice.' We are currently reviewing the course and are planning to run it again later in the year.

Introducing Sharing Conservation Decisions concepts into training programs in Serbia

Aleksandra Nikolic

Thanks to the participation in the Sharing Conservation Decisions 2008 course as a course assistant, the author had an opportunity to introduce SCD08 ideas, concepts and tools into some of the conservation training programs carried out by the Central Institute for Conservation in Belgrade, Serbia. A part of these programs are local workshops on preventive conservation for Serbian museums, while the others are courses held within the university program on preventive conservation at the University of Belgrade, in collaboration with Université Paris 1 – Sorbonne.

This paper covers the results of this change in the training programs, in terms of reception of the concepts and tools introduced and their further dissemination. Special attention will be given to the level of responsiveness of the participants in the preventive conservation workshops and the modifications that had to be made in order to fully adapt various conservation decisions concepts to the Serbian conservation context.

Managing decision making for conservation students

Jocelyn Cuming

Through teaching of conservation students I am aware that decision making is a crucial component of conservation work. Students are taught techniques and skills, and they are taught about decision making but their course does not specifically teach a methodology for decision making. Dr. Dorothy Howie working in the Educational Psychology Department at Hull University has recently written a book called "Thinking about Thinking". In this book she highlights the work of Sternberg. The model he uses is an information processing model which looks at the metacomponents of problem recognition; definition of the problem; construction of a strategy for problem solving; monitoring the problem solving process and evaluating the problem solving. These form key metacomponents which a number of researchers now use to help people manage their own thinking. Dr. Howie has supervised two doctoral students who have used metacomponential training for very different things. One was used for enhancing maths learning in a computer environment in West Ireland, the other was for teaching daily real life problem solving skills to clients in rehabilitation following brain damage. Howie and I are collaborating in using Sternberg's model for enhancing decision making by conservation students. We will be using an action research design which follows Sternberg's problem solving model. We will look at how a group of students are problem solving before any intervention. At this stage we are planning the action strategy, i.e. the intervention, which is the action planning phase. The next phase is monitoring the implementation of the action plan and the final phase is evaluation of the action plan. At this stage the same students would be reassessed for their decision-making/problem solving to see if change had occurred. The idea behind this research is to develop a decision tool that could be used by students to manage the decision making process.

The meaning of further sharing: from learning to teaching sharing conservation decisions.

E. Isabel Medina González

This paper analyzes the journey from learning to teaching sharing conservation decisions. It explores how SCD promotes further benefits within the designing and implementation of university courses in Mexico, in order to show that an

education in strategic planning and decision-making processes is key to the training of professional conservators. Emphasising the importance of developing local educational experiences that enhance and enlighten the rationale of the sharing experience, this paper also demonstrates that a real, pragmatic and essential contribution of the ICCROM-SCD initiative is its potential to be replicated, with regional adaptations, on a global scale. As an advocate of active learning of conservation issues, this contribution concludes by putting forward a proposal to implement the SCD programme for Latin America within the rationale of ICCROM-LATAM.