

**STRATEGIC ALLIANCES
AS SEEN BY ICOMOS AND INFORMATION USERS**

Robin Letellier
(Letellier.R@Sympatico.ca)

Vice-President (CIPA-ICOMOS)
CIPA Heritage Documentation - International Scientific Committee of ICOMOS

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ABSTRACT:

CIPA organized a series of ‘outreach workshops’ between 1995 and 2000 to better understand how its activities could be adjusted to allow conservation specialists from all regions of the world to benefit from CIPA meetings and symposia. Following the recommendations from these outreach workshops, the Vice-President of CIPA, representing primarily the interests of ICOMOS, undertook a series of actions that had for objective:

- to promote CIPA’s activities which consist largely in discussing, developing and sharing tools for the capturing and providing of information on cultural heritage objects, structures and sites;
- to inform conservation specialists at large (i.e. information users such as archaeologists, conservation architects, object conservators, etc) that CIPA has much to offer in terms of methods and technologies to document historic resources; and,
- to define mechanisms that would bring information providers (such as members of CIPA, ISPRS, etc.) to work jointly with the information users (such as members of ICOMOS, UNESCO, ICCROM, etc.) to raise heritage conservation practices to a higher level of standards.

This paper provides an overview of the above activities and focuses on a ‘strategic alliance mechanism’ that is currently being developed by conservation specialists from approximately 20 organizations, involved in various conservation practices. One of the criteria for creating sustainable alliances is ensuring that users and providers of information participate jointly at developing these strategies.

This paper was completed in May 2004, after representatives from the above-mentioned 20 conservation organizations meet in Leuven (Belgium) in April 2004, to refine these strategies. It describes the alliance mechanism that will be initiated during the second half of 2004.

BACKGROUND

1995 - CIPA’s Krakow Meeting

CIPA’s WG1 (*Working Group 1*) was created in 1995 as a result of the Krakow CIPA meeting and its discussions on the importance of ICOMOS’ participation to CIPA’s activities. As mentioned on the previous CIPA web site, one of WG1’s objectives was to provide a forum for PHOTOGRAMMETRISTS and CONSERVATIONISTS to meet and discuss the integration of heritage recording activities to conservation practices.

To achieve this objective, WG1 initiated CIPA’s 5 Year Outreach Plan, which consisted in organizing

and coordinating a series of ‘Outreach Workshops’. This 5 year plan was introduced during a Special Session on CIPA activities at the 1996 ISPRS Congress in Vienna. During this Session, specialists from UNESCO, ICOMOS and CIPA introduced their respective organizations to the ISPRS. WG1 presented the 5-Year Outreach Plan.

1996-1999 - Outreach Workshops

Between 1996 and 1999, three Outreach Workshops took place namely in Austria (Gross Siegharts, 1996), in Sweden (Marstrand, 1997) and in Brazil (Porto de Galihás, 1999).

At the end of these Outreach Workshops, the strength of CIPA was identified to be its Symposia

that bring together a unique set of skilled experts that have a passion for heritage recording tools and technologies.

However, the main weaknesses identified during the Outreach Workshops related to the fact that:

- The majority of Symposium participants are 'Information Providers'
- CIPA Symposia are too technical oriented
- Only a minority of participants are 'Information Users' from ICOMOS, ICCROM, UNESCO and other Conservation Organizations
- The activities of Heritage Recording, Documentation and Information Management are not always integrated to the 'conservation Process' of cultural resources
- There are significant "GAPS" that need to be addressed with regards to the availability of / access to heritage Recording, Documentation and Information Management guidelines, technical manuals, training and information dissemination

These workshops brought CIPA to reflect on its activities, to question its operations and to work towards re-structuring itself with a new Framework of activities.

2000 – 'Bridging the Gap' Concept

The Getty Conservation Institute (GCI) and CIPA's WG1 explored possibilities for cooperation, which began with the CIPA Symposium in Gothenburg.

In 1998, the GCI showed a particular interest in WG1 activities outlined on CIPA's website. It also expressed an interest in a manuscript produced by R. Letellier entitled 'Heritage Recording, Documentation and Information Management Guidelines for World Cultural Heritage Sites'. Following dialog on these interests, conservation specialists from the GCI were invited by WG1 to attend CIPA's Outreach Workshop 3 in Porto de Galinhas, Brazil, in September of 1999. As a result, the potential of CIPA's **unique knowledge base** and **framework of activities** was recognized.

During ICCROM's November 1999 GraDoc Seminar on graphic documentation for mural paintings, dialog between the GCI and WG1 initiated the idea of '**Bridging the Gap between the Information User and the Information Provider**'. This idea became a MUST as the GAPS between the Users and the Providers of information became obvious to seminar participants (see 'Results of Working Groups' and in particular Group's 3 'Critical Evaluation pertaining to Digital Heritage

Recording' discussions (see pages 291 to 298 of the GraDoc publication – ICCROM February 2001).

At both the Brazil workshop and the GraDoc seminar, the pressing need for heritage recording guidelines, technical manuals, training and information dissemination was clearly expressed. Consequently, during 2000 / 2001, dialog between the GCI, CIPA and ICOMOS led to develop the 'Bridging the Gap' idea mentioned above, which was proposed during the Postdam CIPA 2001 Symposium, and became the following 5year RecorDIM Initiative (see RecorDIM Vision Diagram in appendix A).

1. THE RecorDIM INITIATIVE

In broad terms, the **RecorDIM Initiative** can be defined as:

*An international 5-year (2002-07) partnership (or goodwill alliance) between international heritage conservation organizations working together to bridge the gaps that currently exist between the **information users** (conservation specialists of all trades, project managers, planners etc.) and the **information providers** (photographers, heritage recorders, photogrammetrists, surveyors, etc.).*

It has also been described to be:

A 5-year window of opportunity for conservation specialists at large, to address concerns and needs relating to the activities of Recording, Documentation and Information Management (RecorDIM)(see list of needs that resulted from the RecorDIM Roundtable-1 meeting, which are provided on pages 911 of the report entitled 'Bridging the gap between the Information User and Provider' at: <http://extranet.getty.edu/gci/recordim/reports.html>

It should be mentioned that RecorDIM is not an organization, but a 5-year initiative providing a platform for all that are interested in bringing conservation practices to an other level of standards.

2. DEFINITION

To facilitate dialog between RecorDIM Partners and to ensure consistency in task group dialog and reporting, RecorDIM definitions are provided hereafter. The definitions are taken from the Heritage Recording, Documentation and Information Management Guidelines for World Heritage Sites manuscript that was developed in the mid nineties with participation from ICCROM, ICOMOS, CIPA and UNESCO.

- Heritage Recording..the capture of information relevant to understanding the physical configuration, evolution and condition of heritage sites and objects, at known points in time, and the basis of decisions made to alter or care for such sites and objects.
- Documentation..information units acquired over time through heritage recording and other research means which constitute the knowledge base for particular sites and objects.
- Information management..the process of acquiring, storing and sharing site documentation to ensure its accessibility, security and reliability.
- Conservation... concerned with the transmission of cultural heritage, with its significant messages intact and accessible to the greatest degree possible.
- Conservation Process...the analytical decision-making process of ensuring that conservation intervention at all levels will respect heritage values of sites while maintaining functional effectiveness within applicable budget and other constraints.
- Conservationists / Conservation Specialists...those who, whatever their profession, trade or discipline of origin (i.e. art historians, architects, archaeologists, planners, etc.), engage mainly in the practice of conservation and are committed to the application of the highest principles and standards of the field in their work. They are also referred to as “**Information Users**”.
- Heritage Recorders...all levels of experts in the design and execution of effective heritage recording activity within the conservation process. They are also referred to as “**Information Providers**”.
- RecordIM ... the activities of **Recording, Documentation and Information Management**

3. RECORDIM APPROACH

RecordIM activities are somewhat based on self-motivation in that, in some cases, those creating a RecordIM task group do it to resolve a gap that exists within their own organization / country. The motivation generally grows with the understanding that they will get input from other RecordIM partners (now approximately 20) that represent organizations with similar needs, but

from different countries with complementary experiences. Finally, it is rewording for Partners Organizations to see their joint results posted on the web, under a common RecordIM Framework, for the benefit conservation practitioners worldwide.

RecordIM task groups are engaged in bridging gaps at the outset, as each task group chair MUST develop his / her proposal in partnership with two other organizations respectively representing the Information User and the Information Provider. The fact that the three organizations steering each task group come from different countries, ensures that dialog and interaction takes place at an international level of experiences, knowledge and needs.

RecordIM's potential and sustainability lies largely on the goodwill alliances that are established between partner that agree to share knowledge, skills, information and networks.

RecordIM interactions are facilitated by the Task Group ‘Alliance Hub’ described later (which tools are provided on the RecordIM web site).

3.1 Procedures To Create A Task Group

This procedure is provided on the RecordIM web site to help define a well-focused task group, and to expedite the process of review and implementation. The steps to create a task group consists of:

- 1- Using the **RecordIM Task Group Operational Framework** document (see web site under ‘Task Groups’), which briefly introduces the RecordIM Initiative, and provides an understanding of roles and responsibilities related to the creation of task groups;
- 2- Reading pages 9 to 12 of the **RecordIM Roundtable-1 Report** entitled ‘*Bridging the Gap Between Information Users and Information Providers*’, which is provided under the web page entitled ‘Reports’. These pages provide an overview of generic gaps and needs that were identified as a basis to define RecordIM Task Groups;
- 3- Choosing a specific gap and /or need that your organization would like to address /resolve, and defining the ‘**problem statement**’ that will be provided under ‘Project Outline’ of the proposal.. This statement communicates what the task group is working at resolving.

- 4- Completing the **Task Group Proposal Template** document to communicate the essence of your task group's purpose, activities and outputs. Note that all proposals (and eventual results) will be hyperlinked to the names of Chairs provided in the *Matrix of Task Groups*, and made available on the RecorderDIM site.
- 5- Contacting specialists from other conservation organizations that are interested in playing the role of Information User and Provider within a task group. Page 3 of the *Task Group Proposal Template* provides a list of Partners and Potential Partners that may be considered for task group activities. As indicated under RESPONSIBILITY (page 4 of the Operational Framework), the User and Provider that join a task group should be involved in developing the proposal. This is to ensure that the problem statement reflects both the User's and Provider's understanding, and that the Task Group deliverables meet the needs of both the Users and Providers.
- 6- An alternative to Step 5 would be that task group Chairs seek partners directly on the internet by using the new '*Alliance Hub*' page which was recently added to the RecorderDIM site. As all task group proposals will be linked to the '*Matrix of Task Groups*' provided under 'Alliance Hub', it is suggested that task group Chairs add an invitation page to their proposals welcoming User and Provider Organizations worldwide to participate. This way, the '*Matrix of Task Groups*' becomes a 'communication tool' for Chairs to interact directly with organizations that show an interest in the activities of a task group.
- 7- Referring to the *Framework of RecorderDIM Task Groups* (under 'Reports') to indicate where each task group should be inserted. This Framework is posted on the RecorderDIM web site as a tool to help conservation specialists worldwide to see what RecorderDIM gaps/needs are being addressed. This Framework is also used to identify in **green text** the important RecorderDIM gaps that remain to be addressed / resolved.
- 8- Finally, by sending draft proposal together with letter of intent to the RecorderDIM International Coordinator (Letellier.r@sympatico.ca) for feedback. After making revisions from comments received, a second draft proposal is circulated by the coordinator to the RecorderDIM Partners for review prior to the next RecorderDIM

Partners Meeting that takes place in the spring of each year.

All new task group proposals are presented to RecorderDIM Partners by the task group Chairs and discussed / commented on before they are implemented.

3.2 Task Group 'ALLIANCE HUB'

During the second half of 2003, in response to the RecorderDIM meetings that took place in Austria, Turkey, Zimbabwe and Sri Lanka, more than 15 new task group proposals were initiated (see **Task Group Delivery Table** in appendix B hereafter). To facilitate the coordination of new task groups in the making, the RecorderDIM site map was slightly re-organized to provide RecorderDIM Partners and Potential Partners with **New Tools** to help with the creation and coordination of Task Groups. For example:

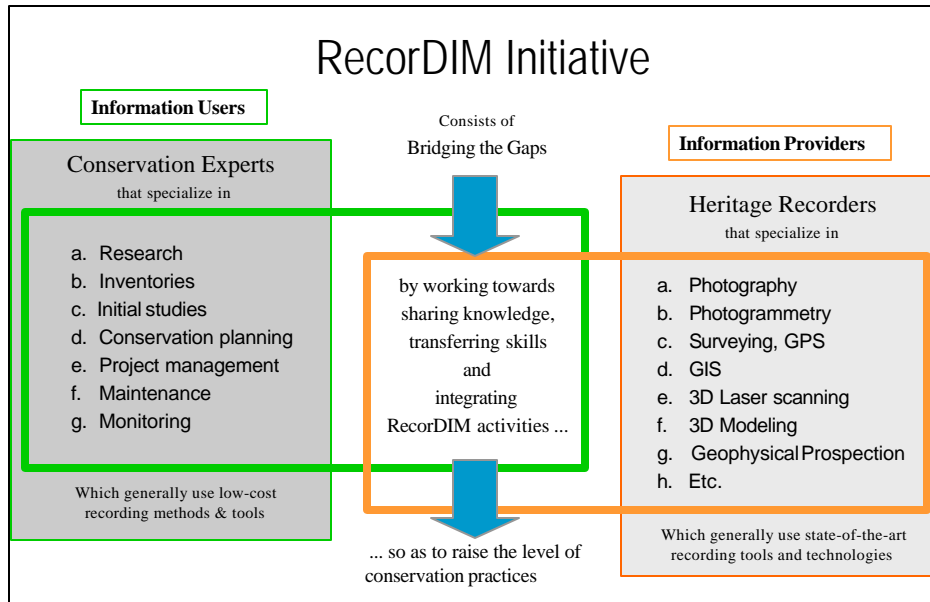
- the RecorderDIM web page entitled '**Task Groups**' now provides procedures to help conservation organizations to define and implement new task groups:
 - its sub-section '**Operational Framework**', provides guidelines and task group examples;
 - its sub-section '**Seeking Alliances**', introduces the '**Alliance Hub**' (or *meeting place*) specially designed for task group Chairs to seek support from User and Provider organizations that wish to input / participate to task group activities.
- The **Task Group** web page also provides two **new matrices** that allow to see at a glance **who is doing what** in terms of creating / chairing task groups;
 - its sub-section '**Task Groups Delivery Table**' provides a chronological list of on-going and new RecorderDIM Task Groups with the names of Chairs. It also provides target dates for reviewing progress and publishing results. This list is updated quarterly.
 - its sub-section '**Matrix of Task Groups**' (appendix C) provides an overview of the GAPS being addressed, and by whom. This Matrix is also meant to be a 'tool' for conservation organizations / specialists worldwide, to highlight in GREEN the areas / subjects that still need to be addressed, thus inciting conservation organizations to create new task groups.

- Finally, the web page entitled '**Info Warehouse**' provides those interested in creating RecordDIM Task Groups with knowledge of existing web pages that relate to RecordDIM principles, practices, tools and technologies. This warehouse can be described as an open-ended collection of web links. This interactive collection of information will grow with the motivation /

generosity of those interested in sharing RecordDIM related data.

The above-mentioned web pages were discussed during the RecordDIM Partners 2004 Meeting (Leuven, Belgium – April 25-27, 2004) and will be refined during the course of 2004 to make this web presence - <http://extranet.getty.edu/gci/recordim/> - become a **Worldwide RecordDIM Task Group “Alliance Hub”**.

Appendix A - **RecordDIM VISION** presented during the Potsdam CIPA Symposium in 2001



Appendix B - RecorDIM Task Groups in the making and delivery date

| Alliance | RecorDIM Partner | Task Groups Name | Task Group | Proposal Status | | | Start | Mid Term | Delivery | |
|----------|----------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------|-----------------|-------|-------|-------------|---------------------------|-------------|--|
| | | | | Concept | Draft | Final | | | | |
| Year | | | Chairperson | | | | Date | Review Date | Date | |
| | | | (rep.) | | | | | | | |
| 2002 | GCI | RecorDIM Generic Guidelines | F. LeBlanc | 1 | | | | | | |
| | | RecorDIM Handbook | F. LeBlanc | 1 | | | | | | |
| | | RecorDIM Web Presence Hosting | F. LeBlanc | | | | | | | |
| 2002 | CIPA | Guidelines for Long Term Storage and Retrieval of Digital Files (TBC) | Klaus Hanke | 1 | | | | | | |
| 2002 | EH | Training: Metric Survey Skills in Conservation | S. Lunon | | | 1 | | | Sept. 2005 | |
| 2002 | PWGSC | RecorDIM Information Warehouse | A Powter | | | 1 | | Spring 2004 | on-going | |
| | | Integrating RecorDIM to the Cons. Process | N. Bull | | | 1 | | Spring 2004 | 2004 | |
| 2002 | WMF | GIS as a management tool for Archeology | G. Palumbo | 1 | | | | | TBC | |
| 2003 | Malta Centre for Restoration (MCR) | DoCH-Net - Documentation of Cultural Heritage Network | J. Cannataci | 1 | | | | | | |
| | Lemaire Centre | RecorDIM Decision Making Tools | M. Santana | | 1 | | | | | |
| 2003 | INTACH | Tabulation of Task Specific Technologies for RecorDIM | D. Gupta | | 1 | | Apr-04 | Winter 2004 | Spring 2005 | |
| 2003 | ICOMOS-ISCS | Intern. Scientific Committees | | | | | | | | |
| | ICUHC | International Training for Underwater Cult. Heritage (TBC) | R. Grenier | 1 | | | | | | |
| | (TBC) | Glossary of Terms for Underwater Archeology | M.-A. Bernier | | 1 | | | | | |
| | Cult. Routes | America's RecorDIM Information Base on Cultural Itinaries | G. Masson | 1 | | | | | | |
| | Mural Paintings | Low-Cost RecorDIM Guidelines for Mural Paintings (TBC) | N. De Silva | | | | | | | |
| | CIF | Training (TBC) | G. Nourissier | | | | | | | |
| | For all ISCS | Common RecorDIM Glossary of Terms | (needed) | | | | | | | |
| | For all ISCS | RecorDIM Training | (needed) | | | | | | | |
| | For all ISCS | Generic RecorDIM Standards | (needed) | | | | | | | |
| | | National Committees | | | | | | | | |
| | India? | Tabulation of Task Specific Technologies for RecorDIM ? | D. Gupta | | | | | | | |
| | Macedonia | Low-Cost Standards for Architectural Heritage RecorDIM | L. Sumanov | | 1 | | Spring 2004 | Summer 2006 | Fall 2007 | |
| | Argentina | Digital Image Storage, Retrieval and Archiving Standards? | J. Garcia Cano | 1 | | | | | | |
| 2004 | UNESCO | Guidelines for the RecorDIM of Intangible Heritage (TBC) | TBC | | | | | | | |
| 2004 | AfriCOM | RecorDIM Guidelines for Intangible Heritage | M. Gondwe | 1 | | | | | | |
| 2004 | U. of Krakow | Sharing Heritage Records with the Public (TBC) | J. Jachimski | | | | | | | |
| 2004 | UQAM | Rock-Art Science Task Group | D. Arsenault | | 1 | | Mar-04 | Mar-05 | Mar-06 | |
| 2004 | U. of Applied Science Magdeburg | Collecting, compiling and Sharing Heritage Stereo views | W. Schuhr | 1 | | | | | | |
| 2004 | Reasurch Institute for Geomatics and Spacial Information | Persian Heritage Archive Standards | Zolfaghari/Malian | | | 1 | Apr-04 | Dec-04 | Sep-06 | |
| 2004 | Middle East Technical University | GIS Guidelines for Information Management in Urban Conservation | Guliz Bilgin | | 1 | | | | | |
| 2004 | Leopold-Franzens-Universität Innsbruck | Guidelines for Long Term Storage and Retrieval of Digital Files (TBC) | Klaus Hanke | | | | | | | |
| 2004 | National Institute for Heritage Monuments | | Danaïela Mihai | | 1 | | Apr-04 | Autmn 2004 | May-05 | |
| 2004 | Iraqi National Conservation Org. | Training Iraqi Conservationists in RecorDIM Activities | Gouhar Shemdin | | 1 | | Summer 2004 | | | |
| | Others (to be added soon) | | Totals: | 10 | 8 | 4 | | | | |
| | | | | | | | 22 | task groups in the making | | |
| | | | Total of task groups in the making = 22 | | | | | | | |
| | | LEGEND: | | | | | | | | |
| | | Red Text = Task group in operation | | | | | | | | |
| | | Blue Text = Task group in development | | | | | | | | |
| | | Green text = GAPS that NEED to be addressed soon | | | | | | | | |
| | | TBC = to be confirmed | | | | | | | | |

