



## **CULTURE INSTITUTION STRATEGIC PLAN**

### **International Centre for Underwater Archaeology in Zadar A UNESCO Category II Centre**

**2017**

#### **Defining the Vision, Mission and Values**

The International Centre for Underwater Archaeology (ICUA) in Zadar (Croatia), was founded in 2007 pursuant to an international agreement signed between UNESCO and the Republic of Croatia. Management is conducted and primary funding provided by the Republic of Croatia and UNESCO.

#### *Vision*

The International Centre for Underwater Archaeology in Zadar aims to preserve and promote underwater cultural heritage in Croatia, Europe and the Mediterranean.

#### *Mission*

The mission of the International Centre for Underwater Archaeology in Zadar is to protect, study and safeguard underwater cultural heritage in Croatia, Europe and the Mediterranean; the development of international professional and scientific collaboration and education in the field of underwater archaeology and underwater cultural preservation; and the presentation and popularisation of underwater heritage among the expert community and the public at large.

## **Objectives**

*General Objective 1. To protect and preserve underwater cultural heritage*

Special Objective 1.1. To promote and increase the number of ratifications of the UNESCO Convention on the Protection of the Underwater Cultural Heritage.

Special Objective 1.2. To establish a unique information system for underwater cultural property in the Republic of Croatia via a digital Geographical Information System (GIS) database and to network with other countries and to develop an archival service through the digitalisation of older archives in Croatia and abroad.

Special Objective 1.3. To ensure an optimal model for the protection and management of archaeological sites – underwater museums, and its implementation in other countries.

*General Objective 2. To develop scientific and international collaboration*

Special Objective 2.1. To conduct international educational programmes, workshops and expert courses.

Special Objective 2.2. To conduct international scientific and expert research projects.

Special Objective 2.3. To organise international scientific and expert symposia and conferences.

Special Objective 2.4. To establish formal cooperation with responsible institutions in Europe and with specialised institutions dealing with the preservation of underwater cultural heritage.

*General Objective 3. To raise awareness of the importance of underwater cultural heritage*

Special Objective 3.1. To develop awareness-raising programmes to promote the work of ICUA and UNESCO activities directed at underwater cultural heritage preservation.

Special Objective 3.2. To develop a gallery/presentation exhibition of underwater archaeology and maritime history.

Special Objective 3.3. To strengthen ICUA's scientific and expert publishing activity.

Special Objective 3.4. To enhance the digital audio/visual promotion of underwater cultural heritage.

ICUA has a unique role as an underwater archaeology institution in Croatia and in developing international collaboration in underwater archaeology projects in the Adriatic and Mediterranean Seas. The establishment of ICUA in Zadar has significantly enhanced overall activities in research, and in the protection and presentation of underwater archaeological finds and sites in Croatia and the broader region.

In light of the international scope of its activities and the auspices of UNESCO, the International Centre for Underwater Archaeology strives to achieve the highest standards in its work. ICUA, its employees and associates, share the core values of quality, education and expertise, multilingualism, modern operations, dedication in work and enthusiasm.

### **Analysis of the Situation / Environment**

The International Centre for Underwater Archaeology is developing within the framework established by the international agreement between the Republic of Croatia and UNESCO and its Statutes, which provide the guidelines for its activity and the direction of its development. The founders of ICUA, UNESCO and the Republic of Croatia, share a concern for underwater cultural heritage study, protection and public outreach, especially evident in the new UNESCO Convention on the Protection of the Underwater Cultural Heritage (2001), which Croatia was one of the first countries to ratify. UNESCO initiated the adoption of the Convention motivated by a concern for still relatively well-preserved heritage that has seen growing looting and devastation around the world in recent decades. Croatia is a maritime country with a wealth of this heritage. It welcomed the Convention at a relatively high state of preparedness and is one of its strong advocates. Croatia is one of the model countries in terms of the *in situ* protection of this heritage – as founded it has assumed the role of regional leader in this domain, with ICUA's footprint already developing beyond the regional horizon.

There are a number of institutions and persons in Croatia active in the domain of underwater archaeology in the frame of large institutions also active in other fields of activity. The development of ICUA rests on the idea that it be organised as a specialised focal point that will unite all activities related to research, protection, restoration, presentation and education in the field of underwater archaeology.

Over the past decade a modern and well equipped workshop for the restoration and conservation of underwater archaeological finds, a lecture hall for education programmes, a dormitory for international and domestic students undertaking education and for researchers on expert exchanges and further training, a research library with the key works in the domain of underwater heritage, a warehouse for field investigation equipment, offices and a small underwater archaeology gallery have all been developed within the complex of the former Sveti Nikola monastery and church in Zadar. All of these ICUA units have already seen success in their public activity.

The next goal is to complete the renovation of the western section of the complex, which includes the former church building, and to develop a gallery/presentation space in this area for the exhibition and presentation of archaeological finds and maritime history, a pavilion for experimental archaeology and an open type multimedia centre on the ground floor of the former church. This ultimate goal is currently in the design phase, which is at mid-completion.

ICUA is currently understaffed, having not yet achieved the initially planned number of employees. The five full time staff members currently cover a workload envisaged for a much larger number of employees, and the understaffing issue is addressed by way of the Professional Training Programme (internships) or by taking on outside associates, which is an inappropriate method of covering highly qualified jobs. The employment of experts on a permanent basis at ICUA is one of the top priorities in the future.

ICUA's international activity will see more robust development with the planned establishment of a department charged with the international promotion of underwater cultural heritage, the 2001 Convention and of ICUA's work, with the goal of increasing the public and international visibility of ICUA and of UNESCO objectives in the public at large. A special department will be established within ICUA to meet this objective. Staff will be engaged in this department that that will work exclusively on the development of international projects, promoting the Convention and the collection of funding from various funds and other sources.

Future trends in the market can be defined as favourable to tourism diving activities, which on the long term might help in raising the interest in and awareness of the importance of underwater cultural heritage above current levels. The attractiveness of this activity ensures a much greater level of interest in the broader public and thereby greater revenue from tourism sources, irrespective of whether this pertains to museum content and diverse public events in the building or in-situ underwater museums. The development potential here is entirely unexhausted.

## SWOT Analysis

	<i>Positive impact on the achievement of set objectives</i>	<i>Negative impact on the achievement of set objectives</i>
<b>Internal factors</b> (attributes of the institution)	<p><b>STRENGTHS</b></p> <p>UNESCO auspices, high standards and quality in carrying out tasks, international scope, modern operations, employee expertise and multilingualism, work discipline and work enthusiasm, expertise and qualifications of employees</p>	<p><b>WEAKNESSES</b></p> <p>Understaffed for high qualification jobs, slow elaboration of documentation for Sveti Nikola complex completion, insufficient funds for work on major international projects</p>
<b>External factors</b> (environmental attributes)	<p><b>OPPORTUNITIES</b></p> <p>Achieving own revenues ex-state budget system thru work of the conservation/restoration workshop and development of Sveti Nikola gallery/presentation space, opportunities in hosting expert courses and underwater museum management</p>	<p><b>THREATS</b></p> <p>Overlaps in the scope of activity between multiple institutions, dispersion and lack of coordination in tasks and their financing, divergence from existing classic institutions, administrative obstacles</p>

The table shows the analysis of organisational strengths, weaknesses, opportunities and threats, and provides answers to several questions:

- What are our internal strengths, i.e. what are we doing right?
- What are the organisation's weaknesses, what can we do even better and with greater success?
- What opportunities are there to achieve the organisation's goals, what changes are occurring in the environment that can help us to be better and more effective in achieving the set goals?
- What events in the environment do we need to comprehend as obstacles to the achievement of our goals?

### **General Objectives**

All ICUA objectives are realistic, transparent, comprehensible and in line with the feasibility study accepted by the UNESCO executive board at its 177<sup>th</sup> session in Paris on the 31<sup>st</sup> of August 2007. The first international agreement creating this UNESCO category II centre was signed by UNESCO and Croatia to found the centre on this basis, and the same strategy saw the signing of a new international agreement in 2016 by UNESCO and Croatia renewing ICUA's status.

All ICUA activities in recent years have been entirely consistent with the core objectives, mission and vision of the institution. To date ICUA has organised several international

scientific and expert symposia, expert lectures and a large number of international courses aimed at education. It also conducts a number of international archaeological investigation campaigns that are also beneficial in developing scientific links and in providing education to younger colleagues. ICUA is home to a highly specialised conservation and restoration workshop that also conducts education work. The popularisation of underwater cultural heritage is achieved via electronic media (the Internet, TV, radio) and in the print media (daily and other press). Professional and scientific publication of the results of work is also provided for through the publication of catalogues, handbooks and monographs, accompanied by the promotion of books and exhibitions open to the public at large. ICUA also works on collecting data on old and new underwater archaeological sites with the purpose of protecting them, and their long-term preservation and presentation. For these purposes a specialised GIS system is in development, never before used for this specific activity. The objectives are, of course, much broader and more ambitious – to see them achieved and realising the institution's full potential requires structuring ICUA entirely as envisaged in the work programme. This in particular entails hiring a larger staff and acquiring the funding needed to increase ICUA's international footprint.

With regard to the level of harmonisation between the feasibility study, the international agreement, the decision to found ICUA and its Statutes, adopted over a two year period, and the work of the Governing Board over the past two years, all have been harmonised and the objectives made uniform and consistent with the feasibility study as the foundational document.

### **Special Objectives**

A number of specific activities are conducted with the aim of realising the general objectives, programmes that have defined implementation timelines. There are education programmes that take place several times a year, multi-year projects and field research programmes that are implemented continually through annual campaigns. These are interconnected and offer students the opportunity to take part in concrete projects, to more rapidly acquire new knowledge and master new skills.

Along with continuous annual programmes ICUA also conducts one-off projects, in particular scientific and expert advisory meetings, conferences, workshops, meetings and lectures.

## **Indicators of Success**

As per annual reports on activities conducted submitted to the ICUA Governing Board there is clear evidence of the success of ICUA activities, and of their increased number year by year. All activities are also conducted in accordance with the general objectives as laid out in the ICUA Statutes.

To date all these activities have been conducted in line with their planned extent and scope, and the results have often exceeded expectations. This relates, for example, to the number of participants in educational projects and conferences and to the results of research projects, as is evident from the written reports on these programmes.

None of the projects conducted have seen cost overruns; in a number of cases significantly less funds have been spent than initially planned, as is quantifiable and evident from the financial reports.

All projects conducted by ICUA were completed within planned and contracted timelines.

## **Monitoring and Evaluation**

A four-year development plan of the International Centre for Underwater Archaeology in Zadar has been drawn up and proposed by the Director and was approved by the ICUA Governing Board, the Minister of Culture of the Republic of Croatia and by the UNESCO General Director with the 2010 appointment. The new plan was approved in the same manner in 2014 in the course of the renewed appointment to a four-year term.

All annual work and financial plans are proposed at meetings of the Governing Board. All annual and semi-annual reports on ICUA activities and budgeting are monitored in the same fashion. Expert reports on research activities are submitted to the conservation departments of the Croatian Ministry of Culture.

The monitoring and evaluation of the realisation of programmes and plans is conducted by way of financial reports that are submitted to the Ministry of Culture – the competent authority with founding rights on behalf of the Republic of Croatia, the Governing Board appointed by UNESCO and the Croatian Ministry of Culture, the State Audit Office and to the Financial Agency (FINA).

Also, in February of 2015, there was an independent international evaluation of the work of ICUA under the supervision of UNESCO conducted by foreign consulting services

provider Strategicus Consulting. The result of the evaluation is a comprehensive report with a recommendation for the renewal of UNESCO Category II status, reaffirming that ICUA is working successfully towards the objectives it was established for.

The key conclusions of the evaluation were presented along with a number of recommendations and advice aimed at further improving the success and effectiveness of future activity: ICUA is the sole specialised centre in the field of underwater archaeology in the region, which is also its greatest comparative advantage; ICUA's international footprint; and the developed capacities and activities in promoting the 2001 Convention. The recommendations of the evaluation are targeted at increasing the size of the staff, increasing the overall budget and greater engagement in regional and international projects.

### **Future Activities**

Along with ongoing activities ICUA will, in accordance with the recommendations contained in the Evaluation and the conclusions of the Governing Board, also conduct additional activities and initiatives.

ICUA will work towards signing agreements of understanding with all interested UNESCO member states aimed at regulating cooperation and will further enhance its collaboration with UNESCO and its partners.

With the objective of maximising the success of the promotion of the 2001 UNESCO Convention, ICUA will establish a separate department for international cooperation with staff necessary for effective international promotion and for creating links with UNESCO member states.

With the objective of strengthening project activities and collecting funds from various funding sources, ICUA will in its job systematisation foresee the hiring of staff that will be engaged exclusively in these activities.

ICUA will work towards achieving a greater level of financial and operational independence, in accordance with Croatian law and as per the number of staff positions approved and available.

ICUA will work to develop funds collection activities from private sector sources and continue to collect funds from educational activities, and to exploit the tourism potential of the Zadar region, for which ICUA needs to be additionally registered for the performance of tourism activities.

ICUA will offer its services in the fields of restoration and conservation and other educational services to other Southeast European countries and in this manner engage them in the work of ICUA.



ICUA will continue to promote the creation of a regional network of experts and an international 'intervention team' to conduct hands-on projects.

The ICUA Governing Board will work with the Croatian Ministry of Culture and UNESCO in conducting the selection of an administrative team and the ICUA Director in a manner that ensures the necessary responsibility for the future work of ICUA.

Along with its already developed level of cooperation with Southeast Europe, ICUA will continue to be active in the broader international sphere, in the European Union of which Croatia is a member, and at the global level.

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