



WORLD MONUMENTS FUND®
2011 Annual Report



Preah Khan, Angkor, Cambodia
Cover: Belvedere, Vienna, Austria

World Monuments Fund's mission is to preserve the world's architectural heritage of significant monuments, buildings, and sites. Its strategy is to work through partnerships with local communities, funders, and governments, inspiring an enduring commitment to stewardship for future generations.

A MESSAGE FROM THE PRESIDENT

Each year WMF supports work around the world that transforms historic places in urgent need of care into vibrant centers of activity, places to learn from and to enjoy. Sometimes our engagement is short-term and catalytic, as it is with many sites in our global advocacy program, the World Monuments Watch®. The goal of the Watch is to call attention to the needs of the place, and boost the efforts of local advocates who are trying to save it. In other cases, WMF undertakes a sustained effort that may last for many years. These projects become our flagships for developing the best technical approaches to conservation, for building constituencies, and for helping the site owners or stewards develop a strong capacity to ensure long-term sustainability.

This annual report highlights five flagship projects that reached significant milestones in 2011: the Forbidden City in China, Angkor in Cambodia, Easter Island in the Pacific Ocean midway between Chile and Polynesia, Babylon in war-torn Iraq, and the Chancellerie d'Orleans, a new undertaking in Paris that has been more than a decade in gestation and will take several years to complete.

These important projects, each in a different place and addressing a unique set of issues, also have common threads that link and give coherence to the work that we do as a worldwide organization. The Qianlong Garden in China and the Chancellerie d'Orleans in France both confront the challenge of preserving delicate and fragile interiors and making them available to the public without compromising their integrity. Easter Island and Angkor share the common theme of preserving stone sculpture in a natural setting and developing a means to protect these works from both the impact of visitors and of the environment. Angkor and Babylon both represent situations where WMF has worked hard to develop a preservation approach that makes sense in a place that has been decimated by war. Thus, as our work develops across the years, WMF is enriched by the experiences of the past, and can bring forward lessons we have learned as we acquire new partners and face new challenges.

At the same time that we observe these milestones and take note of the knowledge gained through these sustained commitments, we also mark in this Annual Report the completion of several other more limited engagements where WMF's participation was effective and our job is done. We celebrate the success of these undertakings as we move on to new challenges. It is the constant process of identifying and focusing on the next major challenge that makes our work so rewarding and so essential.



Bonnie Burnham
President, World Monuments Fund



A PRIVATE PARADISE REVEALED

Forbidden City Beijing, China

A concrete result of this new one-worldism is a collaboration, now in progress, between the Palace Museum and the World Monuments Fund to restore the Qianlong Garden to its former splendor.

—THE NEW YORK TIMES

The CRAFT curriculum marries traditional building techniques with modern conservation materials and practices.

When World Monuments Fund began work in 2001 on a lavish but neglected pavilion in the Forbidden City, there was little to suggest that the work would blossom into a major endeavor engaging professionals and institutions from around the world. The amazing discoveries made while restoring Juanqinzhai (*Studio of Exhaustion from Diligent Service*) resulted in an even more ambitious campaign to restore the entire Qianlong Garden and open it to the public, mount an international traveling exhibition, and develop a six-year program that will give young Chinese conservators an opportunity to nurture and hone their skills through the work in progress on the Qianlong Garden interiors.

In September 2011, *The Emperor's Private Paradise*, an exhibition of objects from buildings in the garden, opened at the Peabody Essex Museum in Salem, Massachusetts, and subsequently traveled to The Metropolitan Museum of Art in New York and the Milwaukee Art Museum. In June 2012, it will open in Hong Kong and travel in China before the objects are reinstalled in the Forbidden City. All the objects in the exhibition were found in the Qianlong Garden; none had ever been seen before by the public, and they most probably will never travel again. More than 250,000 people saw the exhibition at its U.S. venues, and many more will have the opportunity as it tours China.

In February 2011, another extraordinary chapter opened in the partnership between WMF and the Palace Museum with the initiation of the first classes in the Conservation Resources for Architectural Interiors, Furniture, and Training, known as CRAFT. It is the first academic program of its kind in China. The curriculum emphasizes the importance of marrying traditional craft with scientific investigation and modern conservation theory. Participants in the program in 2011 worked on classroom and laboratory assignments and were exposed to Chinese master craftsmen to understand traditional materials and workmanship. The goal is to produce a new generation of conservators with training in traditional craft techniques, enhanced contemporary conservation approaches, and strong analytical skills. The CRAFT curriculum will help Palace Museum conservators develop professionally as they assume responsibility for restoring the furniture and interiors of the Qianlong Garden in the coming decade.





The Emperor's Private Paradise Treasures from the Forbidden City

Conservators painstakingly restored a mural from the Studio of Jade Purity for inclusion in *The Emperor's Private Paradise* exhibition.

AN INVESTMENT IN THE FUTURE

Angkor Cambodia

All the finery and perishables have long since disappeared. But its upright stone guardians—the garuda birdmen—still remain to this day, thanks to an epic conservation campaign by the World Monument Fund (WMF)....

—THE STAR

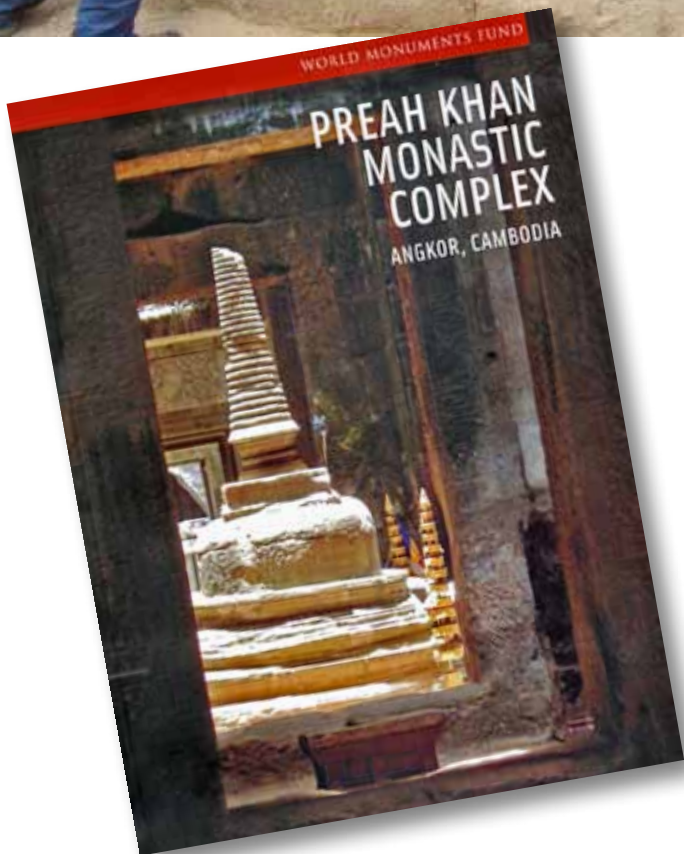
The recently restored *Churning of the Sea of Milk* gallery roof at Angkor Wat. Each stone was moved to the ground, conserved, and put back in place.

World Monuments Fund celebrated 20 years of work in the Angkor Archaeological Park by dedicating its 2011 Paul Mellon lecture in New York to tracing the organization's activity at four temples, and by publishing *Preah Khan Monastic Complex*, which chronicles the conservation, history, and importance of the site where WMF first began to work in 1991.

When WMF first arrived at Angkor, the site was overgrown and nearly impenetrable. Land mines were still buried in strategic locations, and the local population of the nearby village of Siem Reap had been devastated by the Khmer Rouge. Most of the workers who had learned restoration techniques at Angkor through the 70-year occupancy of the École Française d'Extrême Orient had perished. WMF's initial aim at Angkor was to reestablish and sustain a trained Cambodian team of specialists to manage the conservation of the site in the future. After 20 years, that goal has been largely achieved. The WMF Angkor team, numbering nearly 100 Cambodians led by a small group of international advisors, manages four temple conservation projects within the park. By the end of 2012, currently planned work is scheduled to be completed at three of these four sites.

Over the 20 years of engagement at Angkor, WMF's conservation work has evolved and become more sophisticated and more technically exacting, culminating in the tour de force required to dismantle and reconstruct the *Churning of the Sea of Milk* gallery at Angkor Wat. The challenges confronting the massive archaeological park with its numerous temples have also changed as tourism has increased, placing new and unexpected pressures on structures that have survived in the past largely through benign neglect. WMF's most recent undertaking, the preservation of the temple of Phnom Bakheng, responds to a concern that this temple, the most ancient at Angkor, could be completely undermined by uncontrolled tourism. A popular destination for sunset visits, the temple platform is often occupied by as many as 1,000 visitors at a time, who disregard the fragility of the monument in a mad scramble for a place to sit. The 2011 observation of WMF's 20-year contribution to Angkor was also the occasion for a visit to New York from Khmer authorities at the APSARA Authority, Angkor's governmental preservation agency, to plan for better management of tourists visiting Phnom Bakheng. The management strategy, put in place in late 2011, will be a prototype for other temples at Angkor that are beginning to suffer from the wear and tear of too many avid but inadequately supervised visitors.





Above, workers dismantle a garuda at Preah Khan in preparation for conservation. Inset, the restored garuda.

GATE OF GOD

Babylon Iraq

“This is one of the great projects we have, and it is the first,” Qais Hussein Rashid, the director of the State Board of Antiquities and Heritage, said in an interview in Baghdad. “We want to have it as a model for all the other sites”

—THE NEW YORK TIMES

Babylon received its name, meaning Gate of God, in the second millennium B.C. Since then, it has only accumulated a more illustrious history—the Hanging Gardens of Nebuchadnezzar II, the Code of Hammurabi, the Tower of Babel, Alexander the Great’s residency, and finally in the twentieth century, the excavation and erection of the Ishtar Gate in the Pergamon Museum in Berlin.

Since 2007, with help from the U.S. Department of State and in partnership with the Iraq State Board of Antiquities and Heritage, WMF has been working at Babylon toward the creation of a management plan and the stabilization of the surviving ancient ruins. The program combines site work with practical experience in new technology, including laser scanning, and the use of a state-of-the-art site inventory program developed by WMF and the Getty Conservation Institute, as a methodology for documenting vulnerable archaeological sites in the Middle East.

WMF’s project at Babylon advanced greatly in 2011. Emphasis was placed on clearing vegetation that was damaging fragile mud brick structures. Much of the year was also spent creating a series of important GIS maps documenting existing conditions, biodiversity studies, and proposing potential itineraries to allow visitors to be guided through an experience at Babylon, including walks along the river and visits to historic structures excavated in the early twentieth century. Addition funds were secured from the State Department in 2011 to develop educational and training activities to learn from the innovations taking place through site recording and conservation work under way on the ancient foundation of the Ishtar Gate and other original features surviving at the site.

Emergency shoring being erected at Nabu-sha-Khare Temple





Crack monitors were installed at the Ishtar Gate, left, to record shifting of the fragile ruins. A WMF conservator, above, documents decomposing brick at the base of the temple walls. Emergency shoring, right, was installed at Nabu-sha-Khare Temple. Laser scanning allowed the creation of detailed digital models, below, used in documentation and planning.



RETURN TO GRANDEUR

Paris France

After 90 years in storage, the Chancellerie d'Orleans in Paris will be making a comeback. It's long overdue.

—ARCHITECTS
AND ARTISANS

Around 1920, one of the most celebrated of the French eighteenth-century *hôtels particuliers* in Paris stood in the way of the expansion of a great national institution, the Banque de France. Although the building, known as the Chancellerie d'Orleans, was already classified as a national monument, the bank was able to receive permission to dismantle it. The stone facades were demolished, but the beautiful interior features were carefully disassembled and stored in a warehouse on the outskirts of Paris. The intention was to reconstruct the impressive painted ceilings, sculpture, ornamental woodwork, marble columns, and fireplaces in an appropriate location. But instead, they remained in storage, forgotten by all but a few scholars of eighteenth-century decorative arts, through the twentieth century.

Their reawakening began in 2011, when WMF Europe signed an agreement with the Ministry of Culture and the Banque de France to restore the interiors and install them in a suitable space, the Hôtel de Rohan-Strasbourg. The eighteenth-century house is remarkably similar to their original setting and is today part of the French National Archives complex. When completed, the Chancellerie d'Orleans will be on permanent display, along with other period rooms in the Hôtel de Rohan-Strasbourg and the neighboring Hôtel de Rohan-Soubise, which share a common garden in the Marais section of Paris.

The Chancellerie d'Orléans, also known as the Hôtel de Voyer d'Argenson, was designed by Germain Boffrand around 1707 and decorated by Antoine Coypel. Belonging initially to the Orléans branch of the French royal family, it was given to the d'Argenson family, who oversaw significant renovation between 1763 and 1773. Charles de Wailly, responsible for the later eighteenth-century decoration, commissioned work by Pajou, Fragonard, Gouthière, Durameau, and Lagrenée to complete the spaces in the contemporary neoclassical style.

For more than a decade, WMF Europe has been spearheading efforts to find a suitable place and the means to reconstruct the interiors of the Chancellerie d'Orléans. From 2000 to the present, WMF has catalogued the remains and completed a three-dimensional model of the site to assist with planning for the installation of the Chancellerie's decorative elements in their new space. With the signing of the recent agreement, work can now progress. A detailed conservation assessment has been commissioned by WMF Europe, and the project will be carried out in partnership with, and under supervision of, the French Ministry of Culture.

WMF Europe began work on four other major new projects in Europe, including restoration of the choir of the beautiful thirteenth-century Cathédrale Sainte-Cécile in Albi; the Opéra Comique in Paris, whose *fin de siècle* foyers reflect the flourishing of the arts in the late nineteenth and early twentieth centuries; conservation of the renowned Carracci Gallery in the Palazzo Farnese in Rome; and study and reconstruction of decorative friezes at the Medina al-Zahra in Córdoba, Spain.





LEARNING FROM THE PAST

Easter Island Chile

“The park rangers have been waiting a long time for this center so that we could give better attention and information to our visitors.”

—PARK RANGER
CARLOS SALINAS ROJAS

On a high cliff called Orongo, towering far above the sea, young men on Easter Island performed an annual ceremony that was both an extreme test of fitness and valor and an acknowledgement of desperation as the resources of the island were slowly being depleted and its population confronted the prospect of an ecological collapse. Each spring, young men from the island’s tribes would congregate upon the arrival of the first migratory birds, which nested on a small rocky outcropping among swirling tides beyond the island. The first youth to climb down Orongo’s precipitous cliff, swim to the rock outcropping, gather a bird’s egg, and return to the cliff with the egg intact would win, for his tribal group, the right to occupy Orongo and monitor the birds’ arrival for the coming year. The ceremony had huge importance. The birds were a last hope against the inevitability of oblivion, which eventually did come to the island. This tragedy is an object lesson today as humanity again contemplates the consequences of depleting the earth’s resources.

Since the 1980s, WMF has worked with CONAF, the Chilean national park service, to conserve the remains of the Orongo ceremonial center, small structures carved out of the hillside where the victorious tribesmen could watch for the returning birds. Petroglyphs depicting the bird-man cult of Orongo are carved on surrounding rock faces. The preservation of the site has been a challenge. Uncontrolled livestock wandered across the ceremonial houses, causing their collapse. Tourists scrambled over the petroglyphs, and the island’s heavy rainfall eroded their surfaces. The site was listed on both the 1996 and 2000 World Monuments Watch, and in 2006 a site management system was put in place, creating trails to direct visitors away from sensitive areas and discretely fencing the area to prevent animal incursion. Last year a final step in the process was the creation of a visitor center at Orongo, adapted from a small former guard house on the site. The facility, built to be ecologically sustainable, uses the site of Orongo to tell the story of Easter Island, its cultural legacy, its collapse, and the eventual resurgence of its population of islanders. The visitor center, opened in April 2011, is now the principal orientation point for visitors to the island, preparing them for a more informed visit and helping them learn to respect the island’s heritage. Most importantly, the visitor center has been welcomed by the islanders, who have enthusiastically embraced the telling of their poignant story to visitors who come to witness the island’s astonishing sculptural works.



Orongo visitor center

Right, the outcropping that was the destination of the bird-man cult. Dancers perform at the visitor center inauguration, below. Petroglyphs, below right, are now protected by a system of trails.



MAJOR PROJECTS OF 2011

World Monuments Fund's mission is to preserve the world's architectural heritage of significant monuments, buildings, and sites. Its strategy is to work through partnerships with local communities, funders, and governments, inspiring an enduring commitment to stewardship for future generations.

In 2011 WMF supported over 100 projects around the world. Each of them advanced the goals of our Core Programs. Thirty of these were the focus of WMF's most significant efforts, making substantial progress or reaching completion. These photos and the map that follows indicate key investments of funds and expertise during 2011.

Visit www.wmf.org for more information on key projects of 2011



Stowe House BUCKINGHAMSHIRE, UNITED KINGDOM



Babylon Conservation Project IRAQ



Queluz Gardens LISBON, PORTUGAL



Cerro Blanco, Huaca de la Luna PERU



Craft Training Program PALACE MUSEUM, BEIJING, CHINA



Church of Jesús Nazareno ATOTONILCO, MEXICO



Phnom Bakheng ANGKOR, CAMBODIA



Temple of Portunus ROME, ITALY



San Pedro Apostol Church ANDAHUAYLILLAS, PERU



Funchal Cathedral MADEIRA, PORTUGAL



Capitanes Generales Palace ANTIGUA, GUATEMALA



Preah Khan ANGKOR, CAMBODIA



Chankillo Archaeological Site PERU



Mortuary Temple of Amenhotep III MEMNON, EGYPT



Historic Sites of Kilwa KILWA KISIWANI, TANZANIA



Ani Cathedral KARS, TURKEY



Kyoto Machiya Townhouses JAPAN



Qianlong Garden PALACE MUSEUM, BEIJING, CHINA



Taos Pueblo NEW MEXICO, UNITED STATES



Bulla Regia JENDOUBA, TUNISIA

WMF'S FIVE CORE PROGRAMS

Cultural Legacy

WMF's broadest mandate is to preserve the world's architectural and cultural heritage represented by singular monuments that define a particular period of artistic expression or symbolize a cultural era.

Capacity Building

WMF helps governments and local communities build the financial, technical, and administrative capabilities to preserve and sustain their heritage.

Advocacy

WMF advocates for the preservation of significant structures throughout the world through the World Monuments Watch, a call to action to protect, conserve, and recognize important monuments that need assistance.

Education and Training

Through its website and field programs, WMF educates the public, facilitates exchange of information among professionals, and trains craftspeople in lost arts and modern techniques. Site interpretation, international convenings, and field schools are ongoing features of WMF's program to ensure that heritage preservation remains a vibrant field.

Disaster Recovery

When cultural heritage is damaged by natural or man-made disasters, WMF responds nimbly to support expert missions, damage assessment, and provides assistance in conservation planning and the implementation of emergency work.



● Taos Pueblo, New Mexico
● Tutuveni Petroglyph Site, Arizona

● Church of Jesús Nazareno, Atotonilco

● Capitanes Generales Palace, Antigua

● Cerro Blanco, Huaca de la Luna

● Chankillo Archaeological Site

● San Pedro Apostol Church, Andahuaylillas

● Historic Towns of the Colca Valley

● Churches of Arica and Parinacota

● Orongo, Easter Island

● Stowe House, Buckinghamshire

● Kollegienkirche, Salzburg

● Villa dei Vescovi, Padua

● Temple of Portunus, Rome

● Queluz Gardens, Lisbon

● Bulla Regia

● Funchal Cathedral, Madeira



MAJOR PROJECTS OF 2011

- In Progress
- Completed

Visit wmf.org for a slide show, wallpapers, and more.

2011 ACCOMPLISHMENTS

On the following pages 10 projects completed in 2011 are highlighted. Although diverse, they share the common thread of illustrating the importance of heritage conservation to communities around the world.

“The recovered splendor of the abbey...helps to cancel the images of tumbled stones and wounded landscape that we thought would be difficult to heal. This abbey is more beautiful than when I was a boy.”

—GIANNI LETTA, UNDERSECRETARY TO THE PRIME MINISTER OF ITALY,
QUOTED IN THE NEW YORK TIMES ON THE REDEDICATION OF THE ABBEY
OF SAN CLEMENTE A CASOURIA

Abbey of San Clemente a Casauria

Abruzzo, Italy

The medieval Abbey of San Clemente a Casauria was one of dozens of important cultural heritage sites badly damaged in the April 2009 earthquake that devastated the Abruzzo region of Italy. Shortly after the tremor, WMF Europe adopted the site for emergency conservation work. WMF’s Wilson Challenge funds were matched by the Fondazione Pescarabruzzo and the German Rudolf-August Oetker-Stiftung. By early 2011 restoration work was finished. The section of wall that collapsed into the nave was repaired and further stabilization work was undertaken to make the abbey more resistant to future seismic activity. An inauguration was held in May 2011.





Sala Terrena, Belvedere Palace

Vienna, Austria

The Sala Terrena, designed by Johann von Hildebrandt, provides a transition from the Belvedere Gardens into the grand salons of the Upper Belvedere Palace. Figures of Atlas hold up the vaulted ceiling, and a monumental staircase leads to the palace's grand salons. Bombings in 1944 and 1945 greatly damaged both the Upper and Lower palaces, and after the war ended they were carefully restored. Since then, pollution and inadequate restoration of the WWII damage caused additional deterioration to the Upper Belvedere's Sala Terrena

and grand staircase, diminishing much of their original character. A few sculptures had been damaged, work from previous conservation efforts needed to be removed, and the sculptures needed to be repainted in the original manner. All this has been successfully done. Following WMF Europe's suggestion, the Sala Terrena is no longer used as a ticket office and a commercial area. With its original color scheme rediscovered by experts through historical research, it is now presented as one of the museum's important period rooms.



Colca Valley Churches

Peru

A remote valley, inaccessible except by foot until the recent construction of a highway across southern Peru, contains a dozen historic churches from the early Spanish colonial period. Beginning in 2009 WMF collaborated with the Spanish Agency for International Development Cooperation and regional organizations to train local masons and artisans to restore two historic churches in the Colca Valley. Jesús Nazareno in Canocota and San Juan Bautista in Sibayo, both fine examples of the Andean Baroque style, underwent structural repairs and had decorative features restored. Small site museums were also installed at both churches.



Tutuveni Hopi Site

Arizona, United States

Tutuveni, a Hopi sacred site that boasts more than 5,000 inscribed clan symbols, was on the 2008 World Monuments Watch because of the escalation of vandalism in recent years. In 2010, WMF teamed up with CyArk, Hopi Land Information Systems, Petrified Forest National Park, and Redlands University to

document the site and install a protective fence and security surveillance cameras to restrict unauthorized access. Digital scans collected during the documentation process are now featured on a new section of CyArk's website devoted to this collection of Hopi clans symbols, allowing anyone a close-up look at these important petroglyphs.



Beautiful Oriel Window Castle Hartenfels

Torgau, Germany

Two thousand eleven saw the completion of this important project, which had been on-going for seven years. Castle Hartenfels in Torgau was constructed in the late-fifteenth through mid-sixteenth centuries as the seat of the Saxon Elector Johann Friedrich II. The Beautiful Oriel was part of the royal residence, and is considered one of the finest achievements of the early Renaissance in Germany. The Samuel H. Kress Foundation awarded a grant in 2004–2005 to support preliminary studies and a conservation roundtable. As work began, the roof was removed, cleaned, and reinstalled. Where possible, original parts were carefully cleaning and conserved. Severely damaged areas were replaced with either new natural stone or casts. Original pigments informed restorers on how to re-create the brilliant blue color that highlights the carved elements. The project was co-funded by WMF, the Ostdeutsche Sparkassenstiftung (OSS), and the Landratsamt in the state of Saxony.

Belvedere

Prague, Czech Republic

Prague's sixteenth-century Summer Palace, designed by Paolo della Stella, is one of the earliest examples of Italian Renaissance architecture north of the Alps. After supporting emergency work on the roof of the building in the early 1990s, WMF began supporting the restoration of the façade frieze in 2004. In 2009, the last phase of work, which focused on the restoration of the balustrades, began. The palace was reopened in May 2011.





Renaissance Synagogue

Zamość, Poland

The Renaissance Synagogue in Zamość, Poland, is part of the sixteenth-century historic town designed on the Renaissance ideal of tolerance, embracing many communities and faiths. It is one of the most important surviving synagogues in a country that was home to Europe's largest Jewish community before the Holocaust. When the structure was returned to the Jewish community, plans were made to convert it into a cultural and information center for the Chasidic Route, a tourism itinerary in southeastern Poland. Support from WMF's Jewish Heritage Program provided for repairs to the building's foundations and the restoration of its northern annex for women, paving the way for a comprehensive conservation project funded primarily by the government of Norway. A ceremony marking the completion of restoration took place on April 5, 2011, at the synagogue.

Kollegienkirche

Salzburg, Austria

The prominent Baroque architect Johann Bernhard Fischer von Erlach designed the Kollegienkirche in Salzburg around the turn of the eighteenth century, and since that time it has been a landmark in the city center. Although recent work had made the building watertight, decades of water infiltration had damaged the interior. In 2007, WMF issued a challenge to launch a project to restore the apse that included the reopening of the central window in order to re-create the spectacular lighting effect on the plaster sculpture group above the high altar. With both local and national support, this project progressed quickly, finishing in 2010. It was inaugurated in 2011.



Villa dei Vescovi

Outside Padua, Italy

The sixteenth-century Villa dei Vescovi, near Padua, is a masterwork of the artist and architect Giovanni Maria Falconetto. It is an early example of the classicizing Veneto country houses that later became the hallmark of the work of Andrea Palladio. WMF joined the Fondazione per l'Ambiente Italiana (FAI, the Italian National Trust) in the restoration of the villa. The work supported by WMF focused on the restoration of the portals and balustrades. During the project, a school for building restoration was created on-site to give students hands-on training. The villa was reopened to the public in June 2011.



Churches of Arica Parinacota

Arica y Parinacota region, Chile

Following the group listing of 30 churches in the region on the 2010 World Monuments Watch, WMF partnered with the Fundación Altiplano Monseñor Salas Valdés to restore San Pedro de Esquiña, damaged in a 2005 earthquake. A component of this project was the development of a heritage skills training program, designed to create local employment opportunities and ensure the community can maintain

the church in the future. In 2011, World Monuments Fund partnered with the Abyssinian Development Corporation of Harlem, New York, to send three students to the Arica y Parinacota region for an earthen architecture training program. In 2012, the Butler Conservation Fund, through WMF, will support the rehabilitation of the parish house in Belén, which will be used as a crafts training office and tourism facility.



OUR HUMAN IMPACT



World Monuments Fund's logo represents both a monument and its shadow—a good metaphor for the way our preservation work contributes tangible human benefits all around the world. Each time we support local partners and engage the people who live near the site, we create a beneficial chain reaction.

WMF's conservation projects:

- ✦ return treasured places to use and enjoyment by local people and visitors.
- ✦ generate new jobs and educational opportunities.
- ✦ leverage new local appreciation, inspiration and investment.
- ✦ provide opportunities for sustainable tourism and other engines of economic development.



Treasured places bring transformative benefits to people—from the Arou Temple in Mali (above) and the Machiya Townhouses in Kyoto (above right), to Taos Pueblo in New Mexico, USA.





Preservation Starts and Ends with People

Conserving the pyramids at Huaca de la Luna—a major archeological find in Trujillo, Peru—was planned from the outset to create local jobs and develop tourism in this once-remote area. WMF’s funding galvanized private and public sector matching support. Nearly 700 people received training in archaeology, conservation, and tourism management. A laboratory and visitor facilities were built, and the pyramids and accompanying museum now attract hundreds of thousands of visitors each year.



STATEMENT OF ACTIVITIES

Fiscal Year ending June 30, 2011

88 percent of all WMF expenditures went to programs.

World Monuments Fund's investment in programs was \$21.4 million in fiscal year 2011. Program expenses represented 88 percent of all expenditures, which totaled \$24.5 million. Program services expenditures have increased over the last 10 years from \$7.2 million in 2001 to \$21.4 million in 2011, an increase of 299 percent.

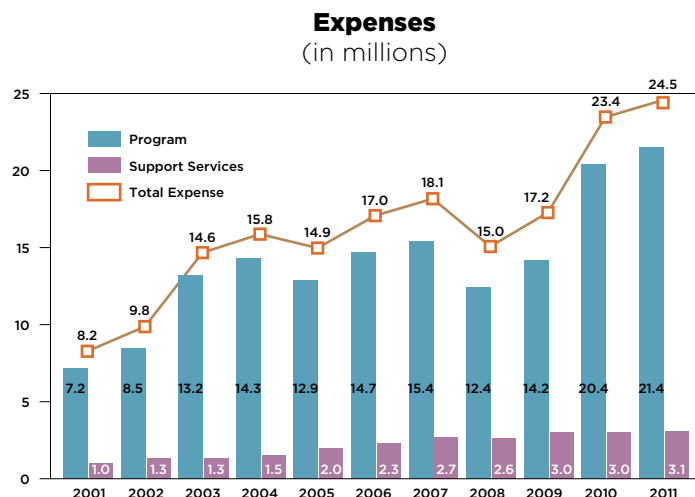
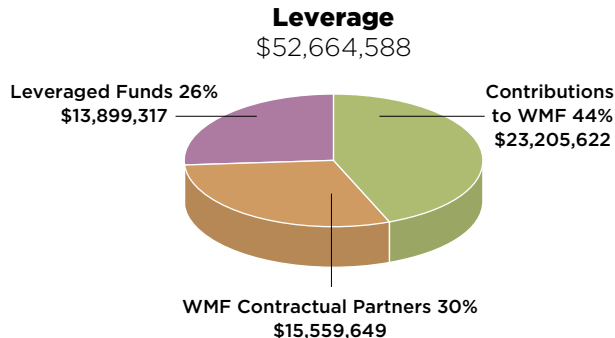
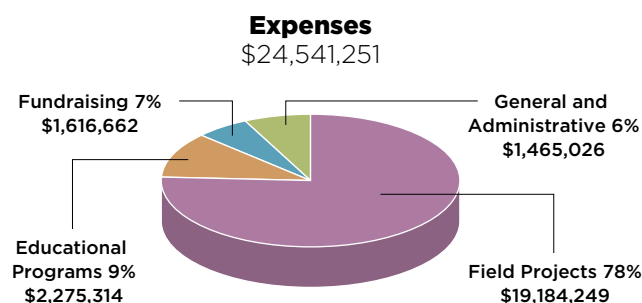
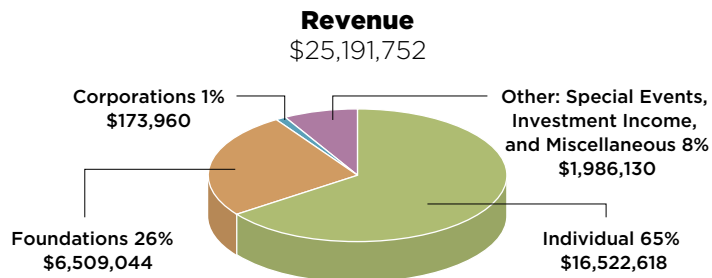
Spending on support services remained low: in 2011, only 6 percent of total expenses was spent on management and general administration, and 7 percent on fundraising necessary to generate both current income and support for future years.

Support from contributions totaled \$23.2 million, representing 96 percent of total support and revenue. The continued generosity of the Robert W. Wilson Challenge to Conserve Our Heritage provides a vehicle to attract new gifts and grants for international restoration. Over the last 10 years of significant growth, contributions have increased from \$6.1 million in 2001 to \$23.2 million in 2011, an increase of over 380 percent.

In fiscal 2011, total support for WMF's fieldwork was \$52.6 million, with \$23.2 million coming from WMF donors, \$15.6 million in matching funds by contractual matching partners, and an additional \$13.9 million leveraged from other sources. Each dollar given to WMF was matched about one to one (each \$1 WMF gift was matched with \$1.27) in funding from other sources.

The WMF consolidated financial statement includes the activities of World Monuments Fund Britain and World Monuments Fund Italy.

A complete, audited financial statement from which this information is excerpted can be found at www.wmf.org under About Us or by writing to the World Monuments Fund or Office of the Attorney General, Department of Law, Charities Bureau, 120 Broadway, New York, NY 10271



	2011 Consolidated ⁽¹⁾	2010 Consolidated ⁽¹⁾
Operating Support and Revenue		
Contributions	23,205,622	15,183,736
Other revenue:		
Special Events	653,863	727,103
Program Fees	41,336	169,800
Investment Income	345,280	170,788
Total Other Revenue	1,040,479	1,067,691
Net Assets Released from Restrictions	945,111	392,971
Total Support and Revenue	25,191,212	16,644,398
Expenses		
Program Services:		
Actively Managed Field Projects	8,658,019	6,715,926
Affiliate Managed Field Projects	6,535,052	7,832,538
Partnership Projects	2,648,664	2,417,226
Grants to Other Organizations	2,201,175	1,582,857
Educational Programs	1,416,653	1,863,982
Total program services	21,459,563	20,412,529
Supporting services:		
General and Administrative	1,465,026	1,385,665
Fundraising	1,616,662	1,562,883
Total Supporting Services	3,081,688	2,948,548
Total Expenses	24,541,251	23,361,077
Change in net assets from operations⁽²⁾	649,961	(6,716,679)
Nonoperating Support and Revenue:		
Endowment Contributions	25,274	29,504
Endowment Investment Income, Net of Allocation to Operations	3,862,969	4,218,381
Net Assets Released from Restrictions	(945,111)	(392,971)
Total Change in Net Assets	3,593,093	(2,861,765)
Foreign Currency Translation Gain (Loss) on Consolidation	167,236	(315,181)
Net Assets, Beginning of Year	55,776,629	58,953,575
Net Assets, End of Year	59,536,958	55,776,629

(1) WMF audited financial reports are presented as consolidated statements including World Monuments Fund Britain and World Monuments Fund Italy. WMF has the power to control the financial and operating policies of its subsidiaries by exercising control over more than half of the voting rights.

(2) The FY2010 shortfall of (\$6,716,679) in net assets from operations is due to disbursements to field projects in the current fiscal year, from gifts received in prior fiscal years and held in the beginning assets of \$58,953,575.

FROM THE CHAIRMAN

What Would the World Look Like Without World Monuments Fund?

If WMF did not exist, how many of the world's legendary and irreplaceable monuments—from Cambodia to Babylon, from Paris to Easter Island—would have deteriorated or been lost forever? World Monuments Fund has had an extraordinary impact, protecting and restoring hundreds of the world's treasured places in more than 90 countries. Our 20-year experience at Angkor, Cambodia, is a perfect illustration: we have forged partnerships with the local community and international experts, raised global awareness and mobilized funding. The result is the revitalization of an incredible ancient cultural icon. The human impact has been transformational, too, as restoration and heritage tourism are generating thousands of educational and economic opportunities for the Cambodian people. Because of our work, new, local conservationists and managers will protect the site far into the future. This is work that matters, and without it, our world would be a far poorer planet.

I urge you to look at World Monuments Fund as more than a worthy cause—it is one of the best philanthropic investments you can make.

Here are six reasons why I think so:

Unparalleled Accomplishment

There is no other comparable organization working in international heritage preservation. With its unparalleled record of accomplishments over five decades—600 sites restored in more than 90 countries—WMF is the leading independent organization devoted to saving the world's treasured places.

Global Significance

We work at the most important historic sites in the world, with major projects in the Forbidden City, the Roman Forum, Versailles, Angkor, Babylon, and many others. Our biennial World Monuments Watch brings awareness of the most endangered sites to a global media audience of over 678 million people.

Human Impact

WMF's work goes beyond materials and monuments to transform the lives of the local people. Restored sites generate cultural pride and provide the tangible benefits of new jobs, new businesses, and on-site training to build sustainable impact.

Extraordinary Leverage

Every dollar raised by WMF leverages an average of two dollars from other sources. The Robert W. Wilson Challenge for example, achieved close to \$200 million in matching funds from 49 countries over 15 years.


International Collaboration

Each project is undertaken in close cooperation with local partners and experts, reaching across national and disciplinary boundaries and engaging donors to achieve the most successful, enduring results.

Excellent Reputation, Minimal Overhead

Known for its expertise and highly effective disbursement of donor contributions, World Monuments Fund keeps overhead low and its administration-to-projects ratio is excellent. Charity Navigator gives WMF a four-star rating for accountability and transparency.

Please join me and our many international supporters (whom we thank in the following pages) by contributing to WMF's world-changing work.



Chris Ohrstrom
Chairman, World Monuments Fund

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Chairman Chris Ohrstrom meets with students at World Monuments Fund's conservation training facility in the Palace Museum, Beijing.

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EVENTS AND TRAVEL

2011 Hadrian Award Gala →

Ronald and Jo Carole Lauder accepted the 2011 Hadrian Award from Bonnie Burnham, (right) at the Hadrian Award Gala that took place at The Plaza in New York City on October 27, 2011. WMF presented the award to honor their work to advance the understanding, appreciation, and preservation of world art and architecture. That evening, WMF also presented the first Watch Award, recognizing individual activism on behalf of cultural heritage, to Marcela Pérez de Cuéllar (below, accepting the award from WMF Board Chairman Christopher Ohrstrom) for her passionate commitment to, and advocacy on behalf of, Peru's rich cultural heritage. After the dinner, WMF held its first gala after-party at a celebrated New York City Peruvian restaurant, La Mar Cebicheria.



Cleaning Up at Walpi ↑

In November 2011, WMF kicked off a three-day cleanup campaign at Walpi Village in First Mesa, Arizona, as our first joint activity with Walpi following its inclusion on the 2012 World Monuments Watch. Walpi, the Hopi "Mother Village," dates from the late seventeenth century and is located in the high desert, perched on a spectacular mesa with sheer drops of over 100 feet on all sides.

Travels in Turkey ↓

Our September 2011 tour of Turkey began in Istanbul with a group visit to the historic sites in this ancient capital, followed by a journey through eastern Turkey, including Cappadocia with its dramatic landscape and well-preserved Byzantine churches and monasteries; Ankara, featuring the first-century Temple of Rome and Augustus; the stunning medieval Georgian sites in Erzurum; and finally Ani, with its breathtaking scenery and spectacular architecture.





Cambodian Delegation Visit ↑

In conjunction with the annual Mellon Lecture celebrating its work at Angkor, WMF hosted a delegation of officials from Cambodia at its offices in New York. The group conducted a conservation planning workshop for Phnom Bakheng, one of the oldest temples in the Angkor Archaeological Park, and also enjoyed visits to local historic sites, as most of the Cambodian participants had not previously been to New York City.



Reception at VDL Research House →

In June 2011 WMF welcomed Southern California supporters at two events in Los Angeles. With the Cal Poly Pomona College of Environmental Design, WMF hosted an open house highlighting “Modernism at Risk” at Richard Neutra’s iconic mid-century VDL Studio and Residences, a 2000 World Monuments Watch site. Also part of our Southern California trip was our annual presentation at the Beverly Hills Women’s Club, featuring WMF Senior Advisor John Stubbs and W. Raymond Johnson, Director of the Epigraphic Survey, Oriental Institute of the University of Chicago, who presented a lecture on conservation in Luxor, Egypt.

2011 Mellon Lecture at the Morgan Library ↓

The annual Paul Mellon Lecture in May, 2011, celebrated WMF’s 20-year presence at Angkor in Cambodia. The three speakers—Sangvar Sok, a Deputy Director in Cambodia’s Ministry of Tourism, Pierre-Andre Lablaude, Architecte en chef des Monuments historiques français, and John Stubbs, WMF’s Senior Advisor—discussed heritage protection efforts and shared their perspectives on current and future tourism management at Angkor.



Queluz Garden Dedication ←

In June, we celebrated the completion of a six-year restoration effort at the Queluz Palace Gardens in Lisbon, Portugal with a dedication ceremony at the site. Built by King Pedro III, the eighteenth-century Queluz Palace Gardens are renowned for their ornate fountains and waterfalls. Led by WMF Portugal, the project resulted not only in the restoration of the gardens, but also to the development of a stone, lead, and tile conservation training program. L to R: Chris Ohrstrom, Chairman of the Board, World Monuments Fund, with Dr. José Blanco and Dra. Isabel Cruz de Almeida, President and Vice President of WMF Portugal.





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