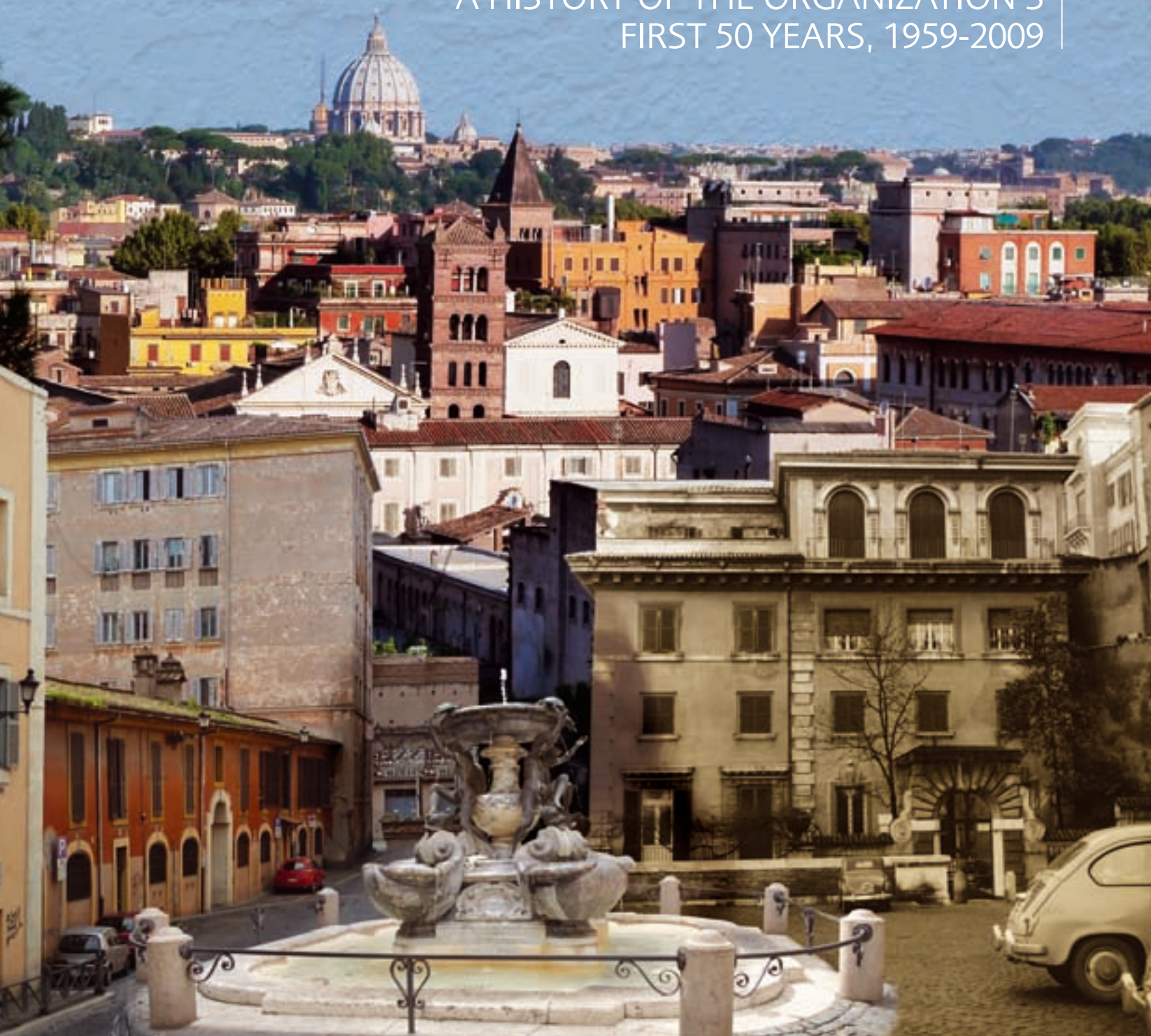


ICCROM AND THE Conservation OF Cultural Heritage

A HISTORY OF THE ORGANIZATION'S
FIRST 50 YEARS, 1959-2009



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Jukka Jokilehto



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Foreword by the Director-General

I arrived at ICCROM in March 2006, at a moment in which I felt it was appropriate to begin celebrating its 50th anniversary. For it was in 1956 that UNESCO held its General Conference in New Delhi, India, where it was decided to establish an intergovernmental organization, the International Centre for the Study of the Preservation and Restoration of Cultural Property. Fifty years later, with the support of the ICCROM Council, we decided to turn this commemoration into a four-year celebration of milestones, ending in 2009 with the 50th anniversary of the ‘Rome Centre’ (as ICCROM was then called) becoming operational.

My predecessors, the late Andrzej Tomaszewski, Marc Laenen and Nicholas Stanley-Price had begun the process of documenting the history of ICCROM, an activity that Jukka Jokilehto and other colleagues were actively involved with through the years. Following their lead, in 2008, I encouraged the endeavours of the ‘ICCROM History Working Group’ – composed of Rosalia Varoli Piazza, Valerie Magar, Jukka Jokilehto, Gaël de Guichen, Calogero Bellanca and myself – to continue making contacts with former staff, course participants and partners, to gather information and stories that could culminate in a publication, created in the same spirit as the volume produced for the 60th anniversary of UNESCO. The gathering of this information, together with Jukka’s own research and memory, and the interviews that he conducted with several important figures in ICCROM’s development, have given this publication the richness that will mark it as an important contribution to the history of conservation and restoration of cultural heritage.

There have been several important aspects to the development of ICCROM and its global significance in the field: the advent of the concept of architectural heritage; the creation of a link between science and conservation through, for instance, the establishment of the laboratory; the pioneering of preventive conservation for museums and archives; and the creation of a vast international network of professionals and institutions practicing, studying, and teaching conservation and restoration. Over the past five decades, the ICCROM family has expanded to include teachers and experts – many of them ICCROM course alumni – who are leaders in their professions. They collaborate regularly on our projects and courses, and contribute to the ever-growing fabric of knowledge and experience in the conservation of both immovable and movable heritage. ICCROM can also be proud of being the force behind the creation of cultural heritage centres in developing countries, such as the *Ecole du Patrimoine Africain* (EPA) in Benin and the Centre for Heritage Development in Africa (CHDA) in Kenya.

This history of ICCROM puts into context some of the important doctrinal advances in the theory of conservation, such as the Venice Charter of 1964, the principles of Cesare Brandi, and the Nara Document on Authenticity (1994). Since 1972 ICCROM has been an Advisory Body to the World Heritage Convention, a contribution widely acknowledged as having shaped conservation practice worldwide and across professional fields. It has actively participated in groundbreaking discussions on philosophies and methodologies of the protection of cultural heritage, alongside other organizations such as UNESCO, ICOM, and ICOMOS. Jukka successfully demonstrates how ICCROM did not work within a restricted community, but brought new ideas and training schemes to the international platform, enhancing its role as a centre of excellence for training and capacity building, the achievements of which are visible all over the world. This is therefore not just an administrative history, but also an insight into ICCROM’s role at the forefront of a global movement.

This publication is the latest book in a series of relevant cultural heritage publications produced by ICCROM, which includes a wide range of topics from the conservation of textiles to armed conflict recovery and a series of essays dedicated to the career of Jukka: *Conserving the Authentic: Essays in Honour of Jukka Jokilehto*. It is also the latest of a number of publications on the history of ICCROM, which began in 1969 with a book entitled *The First Decade 1959-1969*. For the 20th anniversary another publication was produced under the directorship of Bernard Feilden, *ICCROM Comes of Age 1959-1979*. To celebrate 40 years of safeguarding cultural heritage, ICCROM in collaboration with the Italian Ministry of Foreign Affairs and Ministry of Cultural Heritage and Activities published a book in 2000 in two bilingual editions: English/Italian and French/Italian. More recently, UNESCO's *Museum International* dedicated its September 2009 issue to ICCROM, 'Celebrating Excellence', and ICCROM also produced a special edition of its annual Newsletter in English, French, Spanish, and Arabic commemorating 50 years of activities and achievements.

Through his hard work and dedication, Jukka has helped us to continue with these efforts, and for this we are incredibly grateful. We also extend our thanks to those who provided input to the manuscript, including Council Members, former staff, former Directors-General, members of the ICCROM Scientific Committee, and the anonymous peer reviewers. We also owe particular thanks to Nicholas Stanley-Price, who undertook the editing of this publication, and to Council Member Professor Zhou Lu from Tsinghua University, Beijing, for his generous offer to print this volume in his native China and offer it to the international community.

MOUNIR BOUCHENAKI
DIRECTOR-GENERAL

Foreword by the chairperson of ICCROM Council

50 YEARS PROVIDES A GOOD MOMENT TO TAKE STOCK OF ICCROM

This publication provides a full account of the organization, its work and achievements and its broader international context. The historical background and the early conservation initiatives are clearly set out before examination of the actual foundation of ICCROM and the establishment of the Rome Centre. The full history of ICCROM is then documented.

This is a substantial volume representing considerable archival research. There is extraordinary detail and the publication makes fascinating reading. Its author, Jukka Jokilehto, must be commended for his attention to detail and making the material so accessible under the many headings. The division into distinct periods is complemented by a reflection at the end of each. The annexes and footnotes at the back provide additional background material. It will become an essential reference for all those involved in the preservation of cultural heritage worldwide.

It is a reference work not just for ICCROM but for the international field of conservation, documenting the evolution of the organization and its context and its response over time to the needs of its Member States. This is an ongoing story which now continues into the next 50 years. The strategic directions have been recently reviewed along with the adoption of a set of formal policies and we look forward to moving to new premises during the next biennium. We look to the future based on a well-founded past.

Though the project to write the history of ICCROM began some years ago, I would like to thank the current Director-General, Mounir Bouchenaki, for shepherding it to publication. I would also like to thank my colleague on Council, Prof. Lu Zhou, for arranging the printing of this publication in China and the Chinese authorities for generously underwriting the cost. Finally, on behalf of Council, I would like to thank Jukka Jokilehto for his substantial voluntary labours and his commitment to the project. He has produced a worthy document which stands as a testament to the remarkable work of ICCROM and its dedicated staff over the last 50 years.

GRELLAN D. ROURKE
CHAIRPERSON, ICCROM COUNCIL

Acknowledgements

The idea of writing this volume had been discussed over many years, first with Andrzej Tomaszewski in the early 1990s, and taken up again by Marc Laenen some years later. At that time, the author consulted UNESCO's archives in Paris for documents related to the early history of ICCROM, particularly its creation in the 1950s, also searching for relevant publications. Nicholas Stanley-Price, when Director-General, was keen to continue the project but felt that more research was needed. This included a series of interviews with former ICCROM staff, for instance Paul Philippot and Bernard Feilden, as well as other key persons such as Laura Sbordoni-Mora, Licia Vlad Borrelli, Gertrude Tripp and Anne Raidl.¹

When Mounir Bouchenaki took office in 2006, the draft contents were discussed within a small working group, involving Rosalia Varoli-Piazza, coordinator of ICCROM's ad-hoc Conservation Research Group, and other ICCROM colleagues. The present publication can be seen to have emerged from this context. The author undertook to compile the manuscript, on a voluntary basis, in the summer of 2009, continuing over several months during 2010 until producing the final draft in December 2010. During this period, several staff members were contacted for information and suggestions.

I wish to thank ICCROM's Directors and Directors-General and the staff members who have offered their invaluable support, as well as ICCROM's Council Members who approved the project. I gratefully acknowledge the support of ICCROM's Publications Committee, and of all those who agreed to comment on or peer-review the draft manuscript, including Mounir Bouchenaki, Paul Philippot, Marc Laenen, Cynthia Rockwell, Marisa Laurenzi Tabasso, Gaël de Guichen, Marie-Christine Uginet, Anna Stewart, Joseph King, Zaki Aslan and Katriina Similä.

I wish to offer my special thanks to Mónica Garcia Robles, responsible for publications at ICCROM, without whose perseverance this book might not have seen the light. She was particularly keen on the project and encouraged its progress in all phases, including the search for documents and information on ICCROM's activities and plans. I also wish to thank Maria Mata Caravaca, ICCROM Archivist, who helped to provide the official documents and reports regarding ICCROM's activities, Council reports, General Assembly documents, and illustrations from the Archive. Unless otherwise indicated, the credit for all photographs is to ICCROM.

I owe special gratitude to Mehr-Azar Soheil for her meticulous and precious research on old correspondence in ICCROM's archives. Furthermore, I wish to thank the former Librarian, Marie-Christine Uginet, the current Librarian Paul Arenson, and the Library staff Gianna Paganelli and Margaret Ohanessian, for their help in the Library. My thanks also go to Alessandro Menicucci, and Maurizio Moriconi, in ICCROM's Administration, for their help and advice on financial issues.

I express my gratitude to Nicholas Stanley-Price for his valuable insights on the structure and contents of the book, and his thorough editing of the final manuscript. I am grateful to Jennifer Copithorne at ICCROM for her willing assistance in seeing this volume into print and for bringing the project to a conclusion. Last but not least, I wish to thank Lu Zhou, member of ICCROM Council, for generously offering to have this volume printed in China.

JUKKA JOKILEHTO
APRIL 2011

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Abbreviations used

AAB	Academic Advisory Board of ICCROM Council
AATA	Art and Archaeology Technical Abstracts (formerly IIC Abstracts)
AC	Advisory Committee of ICCROM Council
ACM	Advisory Committee for Monuments, UNESCO
AFRICA 2009	Immovable cultural heritage in Sub-Saharan Africa (an ICCROM programme)
AMICI	The Association of AMICI of ICCROM
ANMET	Non-destructive and micro-destructive analytical methods for the conservation of works of art and historic buildings (an ICCROM programme)
ARC	The International Architectural Conservation Course (formerly, the Course of Specialization in the Conservation of Monuments and Historical Sites) at ICCROM
ARIS	Heritage Recording and Information Management (an ICCROM programme)
ASEMUS	Asia-Europe Museum Network
ATHAR	Conservation of Cultural Heritage in the Arab Region (an ICCROM programme)
CBH	Conservation of Built Heritage (an ICCROM programme)
CCAAA	Co-ordinating Council of Audiovisual Archives Associations
CCI	Canadian Conservation Institute, Ottawa
CEBTP	<i>Centre Expérimental de Recherches et d'Etudes du Bâtiment et des Travaux Publics</i> , Paris
CECI	<i>Centro de Estudos Avançados da Conservação Integrada</i> , Recife, Brazil
CIAM	International Congress of Modern Architecture
CoE	The Council of Europe
CollAsia	Conservation of Southeast Asian collections (an ICCROM programme)
COPAT	Conservation of historic buildings and settlements (an ICCROM programme)
Course A	Course organized by ICCROM for the University of Rome's <i>Scuola di Specializzazione per lo Studio ed il Restauro dei Monumenti</i>
CRATerre	Centre for the Research and Application of Earth Architecture at EAG (see below)
CRG	Conservation Research Group (ad hoc working group at ICCROM)
CURRIC	Training curriculum for conservation scientists (an ICCROM programme)
EAG	<i>Ecole d'Architecture de Grenoble</i> , France
EPA	<i>Ecole du Patrimoine Africain</i> , Benin
FAO	Food and Agriculture Organization of the United Nations, Rome
FPC	Finance and Programme Committee of ICCROM Council
GAIA Project	Long-term Plan for the Preservation of the Earthen Architectural Heritage
GCI	The Getty Conservation Institute, USA
GraDoc	Graphic Documentation Systems in Conservation of Mural Paintings (an ICCROM initiative)
ICA	International Council of Archives
ICBS	International Committee of the Blue Shield
ICCROM	The International Centre for the Preservation and Restoration of Cultural Property, Rome (the short name of the organization from 1977)
ICI	Imperial Chemical Industries
ICM	International Committee for Monuments at UNESCO
ICOM	International Council of Museums
ICOM-CC	ICOM International Committee for Conservation
ICOMOS	International Council on Monuments and Sites

ICR	<i>Istituto Centrale del Restauro</i> (now <i>Istituto Superiore per la Conservazione e il Restauro</i>), Rome
IFLA	International Federation of Library Associations and Institutions
IFROA	<i>Institut de Formation des Restaurateurs d'Oeuvres d'Art</i> , France
IGO	Intergovernmental organization
IIC	International Institute for Conservation of Historic and Artistic Works
IMO	International Museums Office
INP	<i>Institut National du Patrimoine</i> , Tunisia
IoAAS	Institute of Advanced Architectural Studies, York, UK
IRPA	<i>Institut Royal du Patrimoine Artistique</i> , Brussels
ITARC	Architectural Conservation Course (an ICCROM programme)
ITUC	Integrated Territorial and Urban Conservation (an ICCROM programme)
IUCN	International Union for the Conservation of Nature
LATAM	Latin American Programme (an ICCROM programme)
MARC	International Course on Conservation of Modern Architecture (an ICCROM programme)
MEDA	Euro-Mediterranean partnership
MEP	Museums Emergency Programme (an initiative of ICOM)
MPC	The Mural Paintings Conservation Course, ICCROM
NAMEC	The Support Programme for the Cultural Heritage of North Africa and Near and Middle East Countries (an ICCROM programme)
NGO	Non-Governmental Organization
NMK	National Museums of Kenya
OPD	<i>Opificio delle Pietre Dure</i> , Florence, Italy
OUV	Outstanding Universal Value
PAT	<i>Patrimonio Arquitectonico de Tierra</i> (an ICCROM programme)
PMDA	Programme for Museum Development in Africa
PREMA	Preventive Conservation for Technicians and Restorers Working in African Museums South of the Sahara (an ICCROM programme)
PREMO	Prevention in the Museums of Oceania (an ICCROM programme)
RCCCR	Iranian Research Centre for Conservation of Cultural Relics, Tehran
RILEM	International Union of Laboratories and Experts in Construction Materials, Systems and Structures
SPAFA	The Regional Centre for Archaeology and Fine Arts, Bangkok
SEAMEO	The Southeast Asian Ministers of Education Organization
SOIMA	Conservation of Sound and Image Collections (an ICCROM programme)
SPC	The Scientific Principles Course at ICCROM (formerly, Fundamental Principles of Conservation, FPC)
TAP	Technical Assistance Programme of ICCROM
TERRA Project	Earthen architectural heritage (ICCROM programme with CRATerre and EAG)
TNO	Netherlands Organisation for Applied Scientific Research, Delft
UNEP	The United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIDROIT	International Institute for the Unification of Private Law
WHITRAP	The World Heritage Institute of Training and Research for Asia and the Pacific Region, China
ZNG	Zero Nominal Growth (a basis for ICCROM's budget)
ZRG	Zero Real Growth (a basis for ICCROM's budget)

The context for creation of an International Conservation Centre

The first article of the Statutes of ICCROM states the purpose of the organization as follows:

“The ‘International Centre for the Study of the Preservation and Restoration of Cultural Property’, hereinafter called ‘ICCROM’, shall contribute to the worldwide conservation and restoration of cultural property by initiating, developing, promoting and facilitating conditions for such conservation and restoration.”²

In 2010, after some fifty years of activity, ICCROM continues to operate as a small-sized but efficient intergovernmental organization in the ‘family’ of UNESCO. Nearly 130 States have become members of the organization. It was created in the aftermath of the Second World War by decision of the General Conference of UNESCO in New Delhi in 1956. Subsequently, an agreement was signed with the Italian Government, who invited the new organization to be established in Rome, already the headquarters of the renowned Italian Central Institute of Restoration (*Istituto Centrale del Restauro, ICR*; now the *Istituto Superiore per la Conservazione e il Restauro*). Hence its first abbreviated name: The Rome Centre. In 1971, this short version of its full title was changed to International Centre for Conservation, and in 1977 was changed again to ICCROM. After the first five States had adhered, a Provisional Council was appointed in 1958, which in turn appointed the first Director, Harold James Plenderleith (1898-1997), the distinguished former Director

of Research at the British Museum Laboratory. Plenderleith attended the meeting of the Provisional Council in December 1958, in his capacity of Director of the Centre, and formally took up his post in Rome from 1 March 1959, when the Centre was considered to have become operational.³

The creation of ICCROM did not happen in a void. Rather, it was part of a certain cultural continuity, which had emerged due to the efforts of individuals and institutions, and which had gradually gained momentum. Within the more general history of the conservation of cultural heritage, the Second World War undoubtedly represented a watershed, raising heritage awareness definitively to international consciousness. Together with the loss of millions of lives and the immense destruction of property all over the world, there was also vast destruction of works of art, ancient monuments, and historic towns and villages. As a result, people became painfully aware of the values and cultural and social identity associated with destroyed places and objects. In many countries, it was taken as a major objective in the aftermath of the war to pay particular attention to damaged works of art and architecture. This resulted in new norms and legislation at the national and local levels, as well as renewed efforts at the international level to respond to emerging needs, to share acquired knowledge through conferences and training programmes, to agree on universally valid principles for safeguarding, and to designate special funds for restoration and reconstruction of monuments and heritage sites.

The historical context

While the Second World War (1939-1945) did produce a new situation with problems on a scale vaster than ever before, the roots of the policies went back to decades and even centuries earlier. The processes of national thought in various countries, particularly in Western and Southern Europe, had already resulted in efforts of an international scale in the 18th century. The idea of a common heritage of humanity was recognized by many travellers, who undertook a ‘grand tour’ to countries with a classical inheritance, first to Italy, later to Greece, the Near East, and further. At the same time, the Swiss jurist and philosopher, Emmerich de Vattel (1714-1767) touched upon the question of works of art being part of the common heritage of humanity in his *The Law of Nations (Le droit des gens; ou Principes de la loi naturelle, appliqués à la conduite et aux affaires des nations et des souverains*, 1758).⁴

Drawing upon earlier philosophical thought, writers of the 18th century came up with some landmark concepts related to heritage and history. The contribution to modern philosophical thought of the Age of Reason through the work of thinkers such as Immanuel Kant is fully recognized. Continuing the work of earlier historiographers and responding to the exploratory spirit of the time, the foundations of modern historical consciousness were clarified particularly by the Neapolitan lawyer Giambattista Vico (1668-1744) and the German historiographer Johann Gottfried Herder (1744-1803),⁵ who reflected on the meaning of truth in specific historical and cultural contexts, and consequently the significance of heritage in response to cultural diversity.

The period from the end of the 18th throughout the 19th century became crucial for the further development of conservation concepts and principles. While causing much destruction of historic buildings and archives in France, the French Revolution of 1789 was yet another key period for deepening the awareness of heritage and challenging its protection. In particular, in this period, people stressed the significance of heritage to the nation, i.e. the importance of national monuments. There were several orders for the protection of such heritage, ordering prison terms for whoever damaged or destroyed *des monuments de sciences et d'arts*.⁶ We can also remember the letters by Antoine Quatremère de Quincy (1755-1849), who objected to the decision by Napoléon Bonaparte to remove important works of art from Italy to collections in Paris, stressing the importance of keeping them *in situ*.⁷

The early 19th century was marked by a Romanticism inspired also by the rediscovery of the classical

heritage in the southern Mediterranean countries. Its proponents noted that building technology was still based on the principles consolidated in technical manuals published since the 16th century, which had facilitated the transmission of know-how and skills. Consequently, professionals in several countries, beginning with England, Germany and France in particular, were involved in the restoration of historic buildings, especially ancient churches and palaces. The most renowned amongst them were Sir George Gilbert Scott in England, Karl Friedrich Schinkel in Prussia, and Eugène Emmanuel Viollet-le-Duc in France. Their aim was to restore and sometimes reconstruct the ancient image of historic buildings, while at the same time making them available for contemporary users. Such ‘stylistic or historicizing restoration’ contributed to increased knowledge about the history of art and architecture, and became part of the more general fashion of historicism and the revival of historic styles in contemporary architecture.

The 19th-century ‘restoration fury’ did not pass without criticism. Indeed, the critics gradually became so powerful as to overrule restorers altogether. John Ruskin and William Morris, the foremost critics and protagonists of the ‘conservation movement’, considered ‘restoration’ a crime and favoured policies of maintenance and conservation. This critical attitude stressed the issue of cultural diversity and the recognition of historical time as expressed, for example, in material authenticity and the patina of age. While in English usage the words ‘conservation’ and ‘preservation’ thus became dominant, Latin languages have continued to use the word ‘restoration’ based on meanings that it had acquired through history. As a result, reflecting these different attitudes, ICCROM’s full official name (dating from its creation in 1956) includes both concepts: preservation and restoration. The distinction between the Anglo-Saxon and Latin languages is also reflected in cultural terms. Obviously, the differences between cultures do not stop here, and one of the tasks of ICCROM, particularly in its training programmes, has always been to look for methodologies that bridge such differences and to find common denominators, without forcing unfamiliar concepts on local cultural traditions.

From the late 19th to the early 20th century, the modern recognition and protection of cultural heritage has encompassed all regions of the world including Europe, America, Asia and Africa. It is recognized that the earlier traditional continuity was in itself a form of conservation. In reality, many non-European countries, including India and China, had established their own traditional conservation practices and guidelines.⁸ Unfortunately, colonization,

industrialization and globalization have represented forces that have tended to discontinue such traditions. The introduction of modern principles of conservation has often been based on the recognition of the inevitable interruption of traditions, and proposes to identify and retain the documentary evidence of earlier achievements that are still present in the form of physical remains, i.e. the ‘monuments’ that carried messages from past generations.

The modern principles are reflected in international doctrine as well as in most national legal acts. Conservation and restoration efforts are principally based on a historical consciousness and the consequent recognition of heritage. Early historiography, in fact, has had somewhat parallel developments in different parts of the world, including the Middle East, China, and Europe. Consequently, there are early examples of protection regulations in several countries, but the formal recognition and protection of cultural heritage generally dates from the late nineteenth or the early twentieth century. More recently, sensitivity towards living traditional cultures has added new hope to keeping such traditions alive, one promoted even through international instruments, and has introduced parallel efforts that have rapidly been taken up in all parts of the world. The integration of the different aspects of recognition of cultural heritage, whether physical, intangible, or living, and the motivation and involvement of society in its safeguarding, is one of the challenges of the 21st century.

Early international conservation initiatives

The League of Nations

The Hague Convention adopted by UNESCO in 1954 was in fact the fifth version of that agreement, starting with the first proposal by the Russian Emperor Alexander II (A Project of an International Declaration Concerning the Laws and Customs of War) which was adopted by an international conference in Brussels in 1874. It declared that culture was a common heritage of humanity and cultural property was considered irreplaceable once destroyed. Indeed, the question of recognizing cultural heritage as a common heritage of humanity is a fundamental precondition for any international activity. At the same time, the recognition of universality must necessarily sustain the specificity of and the particular identity associated with a work of art or historic object in its cultural-historical context. Such recognition must be based on research and scientifically and culturally

reliable information (eventually to be reflected in the first of ICCROM’s statutory tasks: “collect, study and circulate information concerned with scientific, technical and ethical issues relating to the conservation and restoration of cultural property”).

The First World War (1914-1918) was another tragic period which, however, had some valuable consequences, resulting in the establishment of an international system to set up links and to join forces for the common good. The League of Nations (1919-1946), predecessor of the United Nations Organization, was established in 1919. The tasks of this organization included the reinforcement of relationships between States. From 1920 it considered establishing a technical body to this end and, as a result, in 1922 it founded the International Committee on Intellectual Cooperation. This involved some twelve major intellectuals of the time, including Henri Bergson, Albert Einstein, Marie Curie, Béla Bartók, Thomas Mann, and Paul Valéry. It formed special Committees of Experts as needed, that included the International Commission on Historical Monuments, the Committee of Scientific Advisors, and the Committee of Architectural Experts. The Committee set up the International Institute of Intellectual Cooperation as its executive organ in Paris in 1924 (starting work in 1926) in order to carry out the decisions of the Committee.⁹ These organizations were to be the predecessors of UNESCO, established after the Second World War, on 16 November 1945, as a specialized agency of the newly created United Nations Organization.¹⁰

International Museums Office (IMO)

Another NGO, created by the International Committee on Intellectual Cooperation, was the International Museums Office (IMO, 1922-1946), which initiated a number of studies and publications on the conservation of objects and collections. It was the direct predecessor of ICOM, the International Council of Museums, which was established after the Second World War in 1946. From 1927 the International Museums Office published an important periodical, *Museumion*, which dealt particularly with history museums. UNESCO later, from 1948, took over the concept of the periodical and enlarged it to cover all kinds of museum, naming it *Museum*. The IMO organized two important international scientific conferences, one in Rome in 1930, the other in Athens in 1931, the papers of which were published in *Museumion*. The topic of the Rome conference was the study of scientific methods for the examination and preservation of works of art, and that of the Athens conference the conservation of architectural monuments.

It is the Athens conference that is still referred to because of its Conclusions regarding the conservation of historic monuments. It was the first of its kind and the only one to be brought to the attention of the League of Nations. The conclusions were based on principles that gave preference to ‘conservation’ over ‘restoration’¹¹:

- “Whatever may be the variety of concrete cases, each of which are open to a different solution, the Conference noted that there predominates in the different countries represented a general tendency to abandon restorations in toto and to avoid the attendant dangers by initiating a system of regular and permanent maintenance calculated to ensure the preservation of the buildings.
- Consequently, while approving the general tendency of these measures, the Conference is of opinion that they should be in keeping with local circumstances and with the trend of public opinion so that the least possible opposition may be encountered, due allowance being made for the sacrifices which the owners of property may be called upon to make in the general interest.”

The Conclusions included recommendations regarding the development of administrative and legal measures regarding historical monuments. The aesthetics of the neighbourhood and surroundings of ancient monuments should be respected; the use of modern materials was accepted in restoration; collaboration should be established with scientists to explore the methods to be adopted in specific cases. In the case of ruins, one should apply scrupulous conservation measures, though anastylis was acceptable when feasible. In all cases, the monument should be first carefully analysed in order to understand the nature of the decay, and each case should be treated individually. International documentation was considered essential. In general, conservation should be based on broad collaboration between different institutions, and the best guarantee was in the people themselves. Therefore, the conference stressed the role of education in the respect of monuments.

These principles already include many of the concepts that have subsequently remained in international doctrine. For example, it is interesting that the principles stress the specificity of each case, stating that solutions must be found accordingly. These ideas were further developed after the Second World War as fundamental to the so-called ‘*restauro critico*’ (restoration based on critical judgement).¹² Furthermore, they give attention to public opinion and the involvement of the owners of properties in the con-

servation process, another issue that was to emerge when historic urban areas started to attract major attention from the 1950s onward. One of the authors of the Athens Conclusions was the Italian architect, Gustavo Giovannoni. On his return to Italy, he drafted an Italian charter on restoration, which was published in the government periodical in January 1932. In it Giovannoni defended the conservation of the documentary value of ancient monuments as preserved in all their historical layers. Nevertheless, he accepted that, in the case of the so-called ‘living monuments’, exceptions can be made. At the same time, the charter stressed the importance of basing all judgements on ‘scientifically validated information’.¹³

International Congress of Modern Architecture (CIAM)

On 20 February 1909, *Le Figaro* published the provocative Manifesto of Futurism by Filippo Tommaso Marinetti who, in looking for a new freedom and breaking ties with the past, wrote “there is no masterpiece that has not an aggressive character.” A frequently quoted paragraph states: “We want to demolish museums and libraries, fight morality, feminism and all opportunist and utilitarian cowardice.” Marinetti’s Manifesto came as a part of the process of changes in Western society, which took place in the late 19th and early 20th centuries, in art, architecture, music, literature, and the applied arts. The first expressions in architecture and urban planning were seen in the work of Walter Gropius and in Dutch residential settlements. The full expression of the Modern Movement came out after the First World War, in the 1920s. It was expressed, for example, in the De Stijl Movement in the Netherlands and in the Bauhaus in Germany, both of which looked for new design criteria not only for works of art but especially for utility objects and buildings. At the same time, traditional forms were considered outdated and not applicable in the new economic, social and political conditions of the industrialized world.

The *Congrès International d’Architecture Moderne* (CIAM) (International Congress of Modern Architecture) was founded in Switzerland in 1928, an international association that became instrumental in the promotion of the Modern Movement in architecture and town planning, particularly through international conferences. The Secretary General of CIAM was architect Siegfried Giedion, and one of its most active members was Le Corbusier. The association was dissolved in 1959. The fourth conference, which was organized in Athens in July 1933, has become particularly renowned for the *Charte d’Athènes*. This



FIGURE 1-1
The restoration (in Greek, *anastylosis*) of the Athena Nike Temple, Athens Acropolis, became an international reference for the development of modern restoration principles (photo 1910)

charter became a sort of modernist counterpoint when compared with the 1931 Athens Conclusions on ancient monuments (often also called the ‘Athens Charter’). Even though the 1933 Charter was principally focused on modern planning and architecture, it also took a position with regard to genuine historic urban quarters:

“The historic monuments (single monuments or urban ensembles) must be preserved provided that:

- they evoke the pure expression of a bygone epoch, and that they respond to a general interest,
- their existence does not require a sacrifice of the population which is forced to live there under unhealthy conditions,
- if it is possible to eliminate their unsympathetic influence to the organic development of the city, by the diversion of circulation or a displacement of the central functions of the city.

An aesthetic adaptation of the new parts of the city to old parts causes a catastrophic situation.

Such an adaptation should no more be tolerated in any form. By the destruction of the slums around historic buildings one can gain green surfaces which improve the hygienic state of the residential quarters.”

Architects attended the Athens conference from the following countries; England, Germany, Austria, Belgium, Canada, Denmark, Spain, Finland, France, Greece, the Netherlands, Italy, Norway, Poland, Switzerland, and Czechoslovakia. Even though the participants were all European, the message of CIAM soon spread all over the world. The modern movement in design and architecture was readily accepted in countries such as Japan and Brazil and in North Africa. The *Charte d’Athènes* was later commented on by Le Corbusier and published by him anonymously in Paris in 1941.¹⁴

The Modern Movement had encountered some opposition in the 1930s, particularly in countries such as Russia and Germany whose regimes aimed at reintroducing more patriotic symbolism, particularly in public buildings. Nevertheless, many countries such as Italy, Finland, Japan and others in Latin America continued developing its forms. After the Second World War, building on the ruins of earlier towns, the Modern Movement acquired a new emphasis particularly because of the urgent need to replace destroyed building stock with new housing. Consequently, industrial production became one of the principal aims. Technological and commercial developments were soon to involve the entire world in the phenomenon of globalization.

The institutional context after the Second World War

UNESCO

The Second World War caused serious damage to important historic towns and monuments, museums and archives. Thousands of historic buildings, towns and villages were either completely or partially destroyed. In Europe, many historic cities, such as London, Coventry, Louvain, Warsaw, Hamburg, Cologne and Dresden had large areas completely destroyed, and even towns such as Genoa, Florence and Rome suffered serious damage. As a result, plans were made to restore and rebuild, which called for technical and scientific capabilities as well as clear guidelines. One of the first priorities was to create an international network of organizations. This became one of the major tasks of UNESCO (the United Nations Educational, Scientific and Cultural Orga-

nization) which was founded in London in 1945. Its first Director-General, from 1946 to 1948, was Julian Huxley (1887-1975), zoologist, philosopher, educator and writer. In his pamphlet, *UNESCO, Its Purpose and Its Philosophy*, Huxley wrote:

“The word Culture too is used broadly in our title. First of all it embraces creative art, including literature and architecture as well as music and the dance, painting and the other visual arts; and, once more, the applications of art, in the form of decoration, industrial design, certain aspects of town-planning and landscaping, and so forth. Then it can be used in the sense of cultivation of the mind-directed towards the development of its interests and faculties, acquaintance with the artistic and intellectual achievements both of our own and of past ages, some knowledge of history, some familiarity with ideas and the handling of ideas, a certain capacity for good judgment, critical sense, and independent thinking. In this sphere, we can speak of a high or a low level of culture in a community. And finally it can be employed in the broadest sense of all, the anthropological or sociological one, as denoting the entire material and mental apparatus characteristic of a particular society.”¹⁵

In the 1950s and 1960s, UNESCO was instrumental in developing a framework for international collaboration in safeguarding the cultural heritage of humanity. Initially this involved missions by experts to advise national institutions, but then developed into a series of international campaigns, such as those for the Nubian monuments and for Venice. It also soon became necessary to start preparing international instruments, i.e. international recommendations and conventions, in order to provide a framework of reference for legislators and heritage managers. Thus in 1954 the UNESCO General Conference adopted the *International Convention for the Protection of Cultural Properties in the Case of Armed Conflict*, and in 1956 the *Recommendation Concerning International Principles Applicable to Archaeological Excavations*.¹⁶

International Institute for Conservation of Historic and Artistic Works (IIC)

The international conference organized in Rome in 1930 by the International Museums Office generated the continuation of international collaboration in conservation studies.¹⁷ One result was the publication of the journal *Technical Studies in the Field of the Fine Arts* (1932-42) by the Department of

Technical Studies at Harvard University's Fogg Art Museum. This department had been established in 1928 by Edward W. Forbes, and employed several scientists, such as George L. Stout, Rutherford J. Gettens, and Alan Burroughs, in developing conservation standards, new methods and theoretical foundations for conservation treatments.

The technical issues faced in the treatment of historic and artistic objects, during and after the Second World War, brought together conservation experts from Europe and the United States who proposed an international body of conservators to exchange information. In 1950 they formed the International Institute for the Conservation of Museum Objects with an aim ‘to improve the state of knowledge and standards of practice and to provide a common meeting ground and publishing body for all who are interested in and professionally skilled in the conservation of museum objects’.¹⁸ In 1959, the name was changed to International Institute for Conservation of Historic and Artistic Works, IIC.¹⁹

The Institute was established with the help of a grant from the Nuffield Foundation and was based in London, where it obtained charitable status. The membership of the Institute consisted of individual fellows who were highly qualified or of great authority in the field of conservation. Later, institutional members were also admitted. The Founder Fellows of the Institute were the following: George Stout, Rutherford J. Gettens, Richard Buck, W.G. Constable, Murray Pease, Ian Rawlins, Harold Plenderleith, Sir Wallace Akers (chairman of ICI, Imperial Chemical Industries), Helmut Ruhemann and Paul Coremans. Others who joined during the first year included Arthur van Schendel, René Sneyers, and Sheldon and Caroline Keck. George Stout was elected the Institute's first President, with Harold Plenderleith as Treasurer and Ian Rawlins as Secretary. In 1955, the Institute initiated the publication of the *IIC Abstracts* (later *Art and Archaeology Technical Abstracts*, AATA).

International Council of Museums (ICOM)

In 1946, the International Office of Museums was re-established as the International Council of Museums (ICOM). The meeting that led to the creation of ICOM took place in Paris at the initiative of Chauncey J. Hamlin (USA), who became the first president of the organization (1946-1953). The first General Assembly took place in Mexico. The following presidents included Georges Salles (France, 1953-1959), Sir Philip Hendy (UK, 1959-1965) and Arthur van Schendel (Netherlands, 1965-1971). It was financed primarily by membership fees and supported by various govern-



FIGURE 1-2
IIC Members in Brussels, 1948; Paul Coremans and Harold
Plenderleith in the centre

mental and other bodies. The headquarters building of UNESCO in Paris accommodated the ICOM Secretariat and the UNESCO-ICOM Museum Information Centre, with ICOM assisting in carrying out UNESCO's programme for museums. The mission and purpose of ICOM are stated as:

"ICOM is the international organization of museums and museum professionals which is committed to the conservation, continuation and communication to society of the world's natural and cultural heritage, present and future, tangible and intangible.

ICOM establishes professional and ethical standards for museum activities, makes recommendations on such issues, promotes training, advances knowledge and raises public cultural awareness through global networks and co-operation programmes."²⁰

From its foundation, ICOM has had a close formal association with UNESCO and played a fundamental role in the establishment of ICCROM and its early development.

International Committee for Monuments at UNESCO

At its third session, in Beirut in 1948, the General Conference of UNESCO instructed the Director-General to consider, in co-operation with ICOM, the desirability of establishing an international committee of experts to advise on the preservation of historic monuments and sites.²¹ Consequently, on 17-21 October 1949, UNESCO invited an International Meeting of Experts to take place at its premises in Paris in order to discuss the protection of artistic and historical monuments and sites and of archaeological excavations. The meeting was chaired by Professor Paulo de Berredo Carneiro (Brazil).²² In his opening address Jaime Torres-Bodet, Director-General of UNESCO, referred to the work of the League of Nations International Committee of Intellectual Cooperation, the predecessor of UNESCO, and stressed the task to maintain, increase and diffuse knowledge through protection and conservation of the world's inheritance:

"Today all civilized opinion is agreed that countries in possession of art treasures are no more than their trustees and that they are thereby responsible for them to the community of the nations; it is the moral force of that principle which makes us hope to secure the support of all states towards ensuring the preservation and protection of mankind's artistic heritage. UNESCO is formally committed to this great task under the terms of its Constitution, a clause in which says that the Organization will 'maintain, increase and diffuse knowledge: by assuring the conservation and protection of the world's inheritance of books, works of art and monuments of history and science, and recommending to the nations concerned the necessary international conventions'."²³

Prior to the conference, the participants had been invited to prepare reports on the protection of historic monuments in their countries. These reports were circulated to all and accompanied by an exhibition of photographs and publications. All this gave a panorama of the great variety of problems and approaches in the world. A summary report of the papers and discussions was prepared by Roberto Pane and published in the *Museum* journal of UNESCO. The report gave a critical summary of the legal frameworks and restoration practices before the Second World War. It gave attention to museum buildings, the replacement of damaged sculptures and stained-glass windows, the general principles of restoration of historic monuments, and the experience following the war. Regarding the

principles of restoration, Pane noted that, in view of the war destruction, it was necessary to take a new and critical approach, accepting that each case should be treated on its own merits. This approach has since been called *restauro critico*, i.e. restoration based on critical judgement. Pane concluded:

“To return to the discussion of damaged monuments which must be partially reconstructed, as is generally the case with churches still used as such, the reconstruction of the ruined parts may not be in accordance with the general pre-war standards. ... In other words, in the countries heavily bombed during the war, it is now impossible to keep restoration within rigid limits owing to the wide range of individual problems. Restoration for the purpose of conservation or simple consolidation, must now give way to the reconstruction of important parts of a building, or to something midway between restoration and the construction of a new building. It should be added that our experience of the past will deter us from any type of reconstruction which is merely an imitation of the old or a mixture of old and new. Even while accepting these limitations and the altered methods necessary, if the still remaining parts of the original monuments are to be respected, an attempt should be made to create a new work, whose character and design harmonizes with and is yet distinct from the original portions: it will then be not merely a juxtaposition but a blend of the old and the new.”²⁴

The final report by the rapporteur, Ronald Lee²⁵ included several recommendations addressed to the Director-General of UNESCO. In particular, it recommended establishing a small permanent International Advisory Committee for Monuments and Archaeological Excavations that would collaborate closely with ICOM - although the two covered different fields of expertise.²⁶ The initial membership was proposed to consist of 14 experts, one each from the following invited countries: China, Egypt, France, Greece, India, Italy, Mexico, two in the Near and Middle East, Peru, Poland, Scandinavia, UK and USA. It was agreed that the members should represent different fields (architecture, archaeological excavation, history of art and civilization, and town planning). The Committee should meet once a year and provide recommendations to UNESCO on specific issues, such as international collaboration, exchange of information and experts, and UNESCO missions. The Fifth Session of the General Conference, in 1950, authorized the Director-General: “To set up an international committee to serve as an advisory

body for UNESCO on the conservation, protection and restoration of monuments, artistic and historical sites and archaeological excavations” (Resolution 4.41).²⁷ Consequently, UNESCO established the International Advisory Committee on the Conservation, Protection and Restoration of Monuments, Artistic and Historical Sites, and Archaeological Excavations. The resolutions 4.42-4.45 authorized the DG to undertake missions to assist Member States, to work for the preparation of a Convention concerning protection in the case of armed conflict, and to explore the possibility of establishing a tourist tax feeding into an international fund. The fund was proposed to concern particularly the case of “monuments of world importance, and the existence of emergency conditions.”

International Union for the Conservation of Nature (IUCN)

The International Union for the Conservation of Nature and Natural Resources (IUCN) was founded as the International Union for the Protection of Nature following an international conference sponsored by UNESCO in Fontainebleau in 1948. Protection of nature was the keen interest of the first DG of UNESCO, Sir Julian Huxley, a distinguished scientist. It was the first global environmental organization and adopted its present name in 1956 (between 1990 and 2008, IUCN was also called the World Conservation Union). The mission of IUCN is “to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.”

Regional organizations such as the Council of Europe, founded in 1949, have also contributed in an important way to the development of heritage policies and strategies. In 1954 it adopted the European Cultural Convention, which encouraged taking appropriate measures to safeguard the common cultural heritage of Europe, and it also promoted methodologies for the preparation of inventories of historic buildings and sites.

All these organizations were founded in the years following the Second World War, to be followed a few years later by the setting-up of ICCROM. Together they formed an international family concerned with heritage, created mainly as a result of UNESCO initiatives. Indeed, this period can be seen as a new start for international collaboration on a world scale, which has since led to international doctrine and an expanding clarification of what is meant by safeguarding heritage, cultural and natural, tangible and intangible. The people who created these organizations were a relatively small group, and many of them were involved in several initiatives.

The foundation of ICCROM

The context of UNESCO's early work

Article I of UNESCO's Constitution drawn up in 1945 refers to the purpose of the organization as "to contribute to peace and security by promoting collaboration among the nations through education, science and culture." To realize this purpose it will maintain, increase and diffuse knowledge "by assuring the conservation and protection of the world's inheritance of books, works of art and monuments of history and science, and recommending to the nations concerned the necessary international conventions."

In the years succeeding its foundation and in line with this purpose, UNESCO took several initiatives. Taking into account the still rather limited resources, it focused them on a number of activities under six main headings: reconstruction, communication, education, cultural interchange, human and social relations, and natural sciences.²⁸ The first task of the Secretariat was to translate the general indications provided by the first General Conference of 1947 into concrete programme activities.²⁹ This involved defining the tasks of all actors, including the role of the National Commissions, and particularly clarifying the working relationship between the Executive Board and the Secretariat. The first programme activities included rebuilding educational systems in devastated countries. This was in the hands of a Temporary International Council for Educational Reconstruction. Another point regarded the exchange of expertise and provision of scholarships. A third issue concerned facilitating international

understanding and mitigating conflicts. Associated with this, there were programmes related to information management, collection of statistical information and making exploratory enquiries in the fields of education, science and culture.

Regarding damage to museums, monuments and sites, the Secretariat collected information in the war-damaged countries such as Poland, Czechoslovakia and Greece. It established a reference centre in order to increase the educational effectiveness of museums, and to maintain contact with museum professionals and organizations. It also formed a close working relationship with ICOM, and prepared an exhibition addressed to the general public, including young people. In the field of culture, the first programme gave clear emphasis to the preservation of museums and collections and was carried out in collaboration with ICOM.

In 1954 UNESCO initiated its Participation Programme which provided short-term expert consultations, travel grants, etc.³⁰ In the same year its General Conference adopted the *Convention for the Protection of Cultural Property in the Event of Armed Conflict* (the Hague Convention) which had already been in preparation by the International Institute for Intellectual Cooperation (IIIC) before the Second World War. Two years later it adopted the first of a series of international recommendations, the *Recommendation on International Principles Applicable to Archaeological Excavations* (1956).

An important landmark the following year was an international conference organized in Paris by the French Government under the auspices of UNESCO: the *Congrès International des Architectes*



FIGURE 2-1
Guglielmo De Angelis d'Ossat (receiving the ICCROM Award from Paul Philippot in 1979)

et Techniciens des Monuments Historiques (6-11 May 1957).³¹ The topics of the conference comprised the mission and training of restoration architects, professional training of specialized teams of workers, the technical and scientific resources, and the collaboration between the different professionals – architects, archaeologists and urban planners.

In his introduction to the first session of the conference, Guglielmo De Angelis d'Ossat focused on the significance of the concept of 'national monument'. He stressed the responsibility not only of the professionals involved, but especially of governments, considering that national monuments belonged to the nation as a whole. The question was about national heritage, which carried the traditions and aspirations of centuries. Consequently, restoration required caution and humility so as to preserve collective properties, which were often anonymous.

The speech of De Angelis was significant in view of the later development of conservation policies and training at ICCROM, in which he was involved personally as representative of the Italian Government and as first Director of the courses in architectural conservation. The same ideas were reflected in the report of the session prepared by the rapporteur, Jean Merlet.³² Training should place due emphasis on the teaching of the history and philosophy of architecture, the history of construction techniques and materials as practised in the different centuries,

as well as restoration and conservation techniques and the applied arts. Furthermore, training should stress the development of specific responsibilities and appreciation of the qualities of the work, as well as knowledge of the relevant legal framework. The final recommendations of the first section included three points:

- Encourage States, if they did not already have it, to establish a governmental organization responsible for the protection and maintenance of historic monuments as testimonies to the history of peoples;
- Guarantee that restoration be assigned only to qualified architects;
- Envisage the constitution of an International Association of Architects and Technicians responsible for historic monuments.

The third point anticipated the establishment of ICOMOS (the International Council on Monuments and Sites). De Angelis d'Ossat announced that the Italian authorities were planning to organize the next international conference of restoration architects and technicians in Italy, the conference that eventually took place in Venice in May 1964, at which the establishment of what was to be ICOMOS was again recommended.

The final recommendation of the 1957 Paris conference was proposed by the representative of UNESCO, Jean Verrier, who recalled the recent foundation in Rome of the International Centre for the Study of the Preservation and Restoration of Cultural Property and proposed that the Conference encourage all Member States of UNESCO to join it. "The International Congress of Architects and Technicians on Historic Monuments, in May 1957, issues the wish that all Member States of UNESCO adhere to the International Centre for the Study of the Preservation and Restoration of Cultural Property, the creation in Rome of which has been decided by the General Conference of UNESCO at its 9th Session."³³

How the founding of the new Centre in Rome came about must now be examined.

The two proposals by ICOM in 1948

After the closing of the International Institute for Intellectual Cooperation (IIIC), its documentary resources were transferred to UNESCO under the responsibility of the Museums Division, directed by Grace M. Morley. At its first General Conference in 1948, ICOM recommended that the existing 'Museums Division' of UNESCO be changed into a 'Museums and Historic Monuments Division'. This change was authorized by the General Conference in 1950. The tasks of the division were extended



FIGURE 2-2
Panorama of the historic centre of Rome

to include monuments, while it maintained its close links with ICOM. The new head of the Museums and Monuments Division was Jan Karel van der Haagen (Netherlands) with Piero Gazzola (Italy)³⁴ as programme specialist. When Gazzola returned to his post as central inspector of historic monuments in Italy in 1955, he was succeeded by another Italian, Giorgio Rosi. In 1954, Hiroshi Daifuku succeeded Kenneth Fisher (both from the USA) as a programme specialist in the Division. Both Gazzola and Daifuku were later to be instrumental in collaborating with the Rome Centre (ICCROM).

Also influential was Frédéric Gysin, Director of the Swiss National Museum in Zurich, who called for the establishment of an intergovernmental organization dedicated to co-ordinating research and improving standards in the conservation of cultural property. Thus in 1948, the first General Conference of ICOM, as well as recommending to UNESCO the change in name and functions of its Museums Division, also proposed: “to consider the establishment of an organization exclusively devoted to historic monuments, modelled on ICOM and working in co-operation with ICOM and with the

special division of UNESCO”, and “to consider the convocation of an international conference to make preparations for the above-mentioned action.”³⁵

The proposals for the new organization, however, caused some hesitation and were brought to the attention of the Fifth Session of the General Conference of UNESCO in 1950. The preparatory document stated that the available resources would not allow a new organization. The refusal was justified in the following words:

“The establishment of a new international organization of a technical character, on the other hand, was subject to serious objections: although an organization of this type would doubtless have the advantage of greater flexibility, it would be costly and only partially effective, since it would not ensure the collaboration of the States concerned. Moreover, it does not appear to be necessary to set up another international commission as large as that which existed within the International Museums Office. A commission of 31 members (and the number would have to be increased to that of the



FIGURE 2-3
Frédéric Gysin receiving the ICCROM Award from Bernard Feilden at ICCROM
General Assembly in 1979

Member States of UNESCO), apart from being both cumbersome and costly, is also superfluous, since UNESCO can, through the National Commissions, enlist in each country the permanent collaboration of technical experts and competent public services.”³⁶

It was obvious that the time for the creation of an international conservation centre was not yet mature. Nevertheless, the third session of the UNESCO General Conference in Beirut in 1948 (Resolution 6.42), recommended to the Director-General to consider, during 1949, the feasibility of establishing a small International Advisory Committee for Monuments. This advisory committee should be called upon to give advice, to carry out preliminary studies, and to propose appropriate measures in each case. “The responsible organs of UNESCO will thus have constant access to authoritative advice, and international co-operation on the lines of the principles and methods of UNESCO, will be facilitated.”³⁷

Proposal by the Advisory Committee for Monuments (ACM)

The ‘Preservation of the World’s Cultural Heritage’ remained important for UNESCO, and its programme for the year 1951 refers to the application of modern methods of protection and restoration of monuments and sites, as well as in museums. In point 2D, the Programme states:

“UNESCO shall encourage and assist Member States, through technical and legal measures and by all appropriate means, to ensure the conservation and the protection of works, monuments or documents forming the cultural heritage of mankind. To this end, it will: Encourage the exchange of information, and co-operation between Member States as regards: Modern methods of protecting, preserving and restoring monuments and historic sites; Methods of preservation and presentation adopted in museums; The carrying out of archaeological excavations of general interest; Facilities, from the States concerned, for access to archaeological sites by archaeologists; To provide on request, technical advice on the preservation of monuments and historical sites to any Member State that may declare itself willing to contribute financially to this work; Encourage Member States to arrange for the protection of their monuments and other cultural treasures from the dangers of armed conflict; Encourage Member States to make their cultural heritage easily accessible to the public of their own country and to nationals of other countries; Ask Member States to establish, maintain or complete a photographic documentation of their monuments, works of art and other cultural treasures, to promote the exchange of this documentation, and to encourage the setting up of a number of depositories, in which reproductions of the most, representative and vulnerable works may be collected.”³⁸

Consequently, the aims of the International Advisory Committee for Monuments (ACM) that was set up at the Fifth Session of the General Conference were: to organize missions to assist Member States in the conservation of monuments and sites; to prepare a draft for an international convention for the protection of monuments and objects in case of war (a revision of the Hague Convention), and, on the proposal of Mexico, to report on the possibility and advisability of instituting a special tourist tax to be used partly for an international fund controlled by UNESCO.³⁹ The results of a preliminary study were circulated to Member States at the end of 1950. As a follow-up, the Sixth Session of the General Conference, in 1951, authorized the Director-General, in collaboration with the ACM, to report back to the Seventh Session on the results.

The *Report on the possibility of establishing an international fund for the maintenance of museums, monuments and collections of universal interest*⁴⁰ had three main conclusions:

- The majority of the States recognized the importance of a fund;
- The idea of a tourist tax was not considered favourably;
- A number of States, in particular Switzerland, “suggested that the aim of international co-operation should be to provide technical, rather than financial, assistance.”

Although the proposal to establish an International Fund was considered impracticable at the time, it resulted eventually in the adoption, on 16 November 1972, of the *Convention concerning the Protection of the World Cultural and Natural Heritage*, which has become one of the flagships of UNESCO and of the international conservation world in general. It is significant that the ideas for the preparation of the later World Heritage Convention and for the foundation of ICCROM developed hand in hand.

Taking a lead from the Swiss proposal, the International Advisory Committee on Monuments, Artistic and Historical Sites and Archaeological Excavations (ACM) decided at its second session (Paris, 1-5 October 1951) to propose the establishment of an international centre for the scientific study of problems of preserving and restoring cultural property:

“The Committee, while it regretted that financial difficulties made it impossible to establish an international fund for the preservation of historic monuments, supported the proposal that an urgent request should be made to the Director-General to continue, together with ICOM and an international committee of experts on which the Committee on Monuments should be represented, the work of establishing a central body which would collect documents, send out information, co-ordinate laboratory research and itself carry out research relating to the preservation of historic monuments and works of cultural value and publish the results. That body might work in conjunction with an existing national laboratory or one which might be specially founded and which could undertake research on any specific question, if necessary.”⁴¹

According to the ACM’s report, the proposal for the establishment of an International Centre for the Study of the Problems of Preserving and Restoring Cultural Property would be in line with Article I of the UNESCO Constitution. While in the past preservation was based on trial and error, modern science had provided new tools for this purpose.

It was now indispensable to base the treatment of precious heritage objects on sound and scientific methodology. The ACM considered that such a Research Centre would increase the efficiency of work, stimulating research at the international level and rendering invaluable services to States that did not have sufficient resources themselves. Such a broad basis would provide the opportunity to learn from representative examples to find solutions to common problems.

The proposal was that this Research Centre should deal with all types of cultural properties, including museum exhibits, works of art, historic monuments, books and old documents. The principal functions would be:

- a) “to provide information for curators, research workers and technicians, by collecting and circulating annotated information;
- b) to co-ordinate and encourage research work, meaning to classify problems in terms of priority, list scientific resource institutions, organize international collaboration, scientific studies and publications;
- c) to carry out certain research work itself, by establishing relations with relevant laboratories and publishing the results;
- d) to train research workers and technicians at a general and more advanced levels, initiate refresher courses, and provide advice on the care of cultural property.”

Regarding the organization, two solutions were proposed. The first possibility would be to establish the Centre as a new department of UNESCO; the other possibility would be to set up an autonomous organization which would be under UNESCO’s supervision. In the second option, in order to keep down costs, the Centre could be attached to an existing national institution which could also provide the initial staff and other resources. The host country should provide the Centre with the legal competency and privileges necessary for its functioning. Officials should have the status of international officials. Financially, the Centre should depend on annual contributions by its Member States, on payment for services, and on eventual subventions and donations.

In advance of the Seventh Session of the General Conference to be held in Paris in 1952, the Working Party for the examination of proposed resolutions examined the proposal by the ACM that was presented under the heading of: ‘International Fund for the maintenance of museums, monuments and collections of universal interest’, and the possibility of establishing an International Centre for the

study of the problems of preserving and restoring cultural property. The Working Party did not feel competent to assess the potential funding needed under the 1953-54 programme, but recommended further study. At the same time it took notice of the suggestion by Belgium and USA to maintain the idea of a fund, which could prove useful particularly in the case of emergencies.

Establishment of the Rome Centre

On this basis, at its Seventh Session in 1952 the General Conference of UNESCO authorized the Director-General to investigate, in cooperation with ICOM and the Advisory Committee for Monuments (ACM), the possibility of establishing the International Centre for the Study of the Preservation and Restoration of Cultural Property. Georges Henri Rivière, the Director of ICOM, was appointed chairman of a sub-committee of the ACM for the creation of the Centre.⁴² The sub-committee met on 25 September 1953 and proposed that the new Centre could, for example: a) treat major problems involved in conservation, such as lighting; b) call upon a wide range of specialists from different countries; c) provide information to countries which lack laboratories; d) treat problems concerned with the preservation of monuments; e) co-ordinate research and, having a stronger moral authority, eventually prevent badly trained conservators from undertaking restoration of important works of art. The sub-committee proposed four functions to the Centre similar to those proposed previously.

In September 1953, G.A. Raadi chaired another meeting in Paris involving the Committee for Museum Laboratories of ICOM. It proposed slightly modified wording for the proposed four functions for the Centre. At the invitation of UNESCO's Director-General, ICOM and the ACM organized yet another expert meeting on 10 December 1954 in order to reconsider some outstanding issues in more detail.⁴³ This meeting was chaired by Georges Salles, Director of the French Museums and President of ICOM, and it was attended by a group of experts, principally members of ICOM and of the ACM.⁴⁴ The experts stressed the need to attach the Centre to important national institutions with an international reputation. The functions of the Centre were amended and clarified:

a) "To assemble, study and disseminate information on the scientific and technical problems connected with the preservation and restoration

of cultural property; i.e. to collect documentation, list research laboratories and specialists, supply informative criticism, etc.

- b) To co-ordinate, encourage or initiate research in these fields, by entrusting missions to appropriate organizations or experts, and b arranging international meetings, publications, exchanges of specialists, etc.; i.e. organize cooperation, list problems, programme standardization and research, etc.
- c) To act as consultant and make recommendations on general or specific points; i.e. special surveys, subjects for research, disseminate critical studies, etc.
- d) To assist in the training of research workers and technicians, and help to raise the quality of restoration work. i.e. develop programmes, organize courses, offer scholarships."

The experts stated that the Centre should "in no way resemble a laboratory using scientific and technical equipment to further its own research." Rather it should act as an international reference point, regarding information, research, consultation and training.

They gave detailed proposals about the way such activities should be carried out, and proposed two types of membership: a) 'Member countries' with subscription proportionate to the UNESCO scale, b) 'Other members', NGOs and public and private institutions with a subscription of US \$100 to US \$2 000. Taking a sample of 19 States, including the USA, the budget would amount to US \$63 630. The Centre would consist of a Council and its Officers with about 12 members, a larger Correspondence Committee, and the Director and his staff. The report also listed the advantages of membership:

- a) "Members would have a say in appointing the members of the Council.
- b) Member countries would have a say in the appointment of members of the Correspondence Committee.
- c) Members would receive a certain number of free copies of all publications issued by the Centre, and would be entitled to further copies at cost price.
- d) They would be entitled to submit nominations for the allocation of scholarships or fellowships offered by the Centre.
- e) So far as the resources of the Centre permitted, they would be furnished with any information and scientific, technical or practical advice for which they might apply. Should special research be needed for this purpose, the Centre would

undertake it, or make every effort to have it carried out by the best-qualified institution. In principle, no charge would be made for such services. The member concerned would, however, be called upon to meet the following expenses, after prior notification:

- a) the cost of any research carried out on such member's behalf by the Centre itself, should this exceed US \$50 of the member's annual subscription in the financial year concerned;
 - b) the cost of any research which the Centre might think fit to entrust to a third party, for whose services payment was required.
- f) They would be entitled to send adequately trained students, with scholarships or fellowships, to the Centre to complete their training, and to send participants to seminars organized by the Centre. If the former (i.e. the students) became too numerous, the Council might restrict their number. Should the Director deem it more advisable, in any particular case, for the student to work in some other institution, he would endeavour to obtain that institution's consent."

Regarding the location of the Centre, the proposal was to attach it to an existing national institution, either the *Laboratoire Central des Musées de Belgique* in Brussels, or the *Istituto Centrale del Restauro* in Rome. Both institutions were interested and reported on what they could offer. The Director-General then commissioned Jan Karel van der Haagen, Chief of the Division of Museums and Monuments, to visit Belgium and Italy, and to report to the Executive Board with recommendations. Comparing the two offers, van der Haagen appreciated both for their world-renowned qualities. He observed that the institutions in the two countries were complementary. While Belgium gave major attention to scientific research, Italy concentrated more on the practical aspects of restoration. Moreover, while in Belgium there was one principal institution, Italy had a variety of institutes, including those specialized in paper, mosaics, ceramics and stone, as well as a school of fire protection. Furthermore, van der Haagen recommended that, in order to be fully qualified for its tasks, the International Centre should have a broad base and establish close collaboration with other institutions including the British Museum in London, the Louvre in Paris, and the Smithsonian Institution in Washington.⁴⁵

The 42nd Executive Board Meeting of UNESCO in 1955 examined the issue of the location of the proposed International Centre for the Study of the Preservation and Restoration of Cultural Property.⁴⁶ Considering the offers made by both States, the

Executive Board decided to choose Italy as the location for the Centre, and authorized the Director-General to undertake the necessary negotiations for an agreement. The draft Statutes of the Centre were communicated to the Member States of UNESCO in a letter dated 22 June 1956. By 15 October 1956, the Secretariat had received 17 replies, some of which were mere acknowledgements. More substantial replies were received from Australia, Ceylon, Colombia, Dominican Republic, India, Japan, Netherlands, Switzerland, USA and Venezuela. Colombia alone stated that such a Centre "might result in adding unduly to the large number of international organizations already in existence." India regretted that it was not able to adhere to the Centre. The USA looked at the proposal with sympathy but did not plan, for the moment, to become a member. Japan and Netherlands were ready to co-operate. Switzerland welcomed the proposal but, in view of Swiss legislation, was not able to commit itself for the time being. At a later date, replies were also received from Cambodia and Lebanon, both of which were favourable to becoming members.

After consultation between the UNESCO secretariat, ICOM, the International Committee on Monuments and the Italian Government, the Ninth Session of the UNESCO General Conference, meeting in New Delhi in November-December 1956, decided to create the International Centre for the Study of the Preservation and Restoration of Cultural Property.⁴⁷

"The General Conference, Considering that it is incumbent on the Organization, in accordance with Article 1 of its Constitution, to maintain, increase and diffuse knowledge by assuring the conservation and protection of the world's historic and scientific inheritance, Considering that modern scientific research has led to the use of new methods for the preservation of cultural property, more reliable and more effective than those employed in the past, Considering that it is essential that, in the treatment of the treasures making up the world's heritage, due account should be taken of the latest scientific advances.

- i. Decides to create an International Centre for the Study of the Preservation and Restoration of Cultural Property, to be located in Rome, where it will be able to profit from the assistance of the Istituto Centrale del Restauro and other specialized scientific institutes;
- ii. Adopts the appendix to the present resolution, setting forth the Statutes of the International Centre for the Study of the Preservation and Restoration of Cultural Property;

- iii. Authorizes the Director-General to conclude with the Italian Government and to sign the agreement, the text of which is contained in Annex II of document 9C/PRG/10.”

The Conference also adopted the text of an agreement with the Italian Government, under which the organization could be provided its headquarters in Rome. This agreement was signed by UNESCO and the Italian Government in Paris on 27 April 1957. According to this agreement, the Centre was guaranteed collaboration with the principal Italian institutions dealing with the cultural heritage, notably: *Istituto Centrale del Restauro* (ICR), *Istituto di Patologia del Libro*, *Scuola Centrale Antincendi* (all three in Rome), as well as *Istituto d'Arte per la Ceramica* (Faenza), *Scuola del Mosaico* (Ravenna) and *Istituto per le Pietre Dure* (today: *Opificio delle Pietre Dure*), Florence.

The first five States to join the Rome Centre were: Austria (20.05.1957), Dominican Republic (20.2.1958), Spain (19.4.1958), Morocco (24.4.1958) and Poland (10.5.1958), after which the organization came formally into existence in May 1958. By the time of the first General Assembly of the organization in December 1960, several more States had joined the organization, including Italy.

The period of the Provisional Council (1958-1960)

Appointment of the Provisional Council

Following the decision by the General Conference of UNESCO to create the Rome Centre and to sign an agreement with the Italian Government for its headquarters, there followed a running-in period. Pending the meeting of the first General Assembly of representatives of the Member States, the statutory powers were exercised by a Provisional Council, as indicated in article 12 of the Statutes:

“Art. 12. Transitional provisions: For the first two years, the annual contributions of members shall be 1 per cent of their contribution to UNESCO for the year 1957. For each of the first four years, UNESCO’s contribution shall be not less than \$12,000. Until the first meeting of the General Assembly, which shall take place, at latest, within eighteen months of the entry into force of the present Statutes, the functions vested in the General Assembly and the Council shall

be exercised by an Interim Council composed of: a representative of the Director-General of UNESCO, a representative of the Italian Government, the Director of the *Laboratoire Central des Musées*, Belgium, the Director of the *Istituto Centrale del Restauro*, Rome, and a fifth member appointed by the Director-General of UNESCO. The Interim Council shall convene the first General Assembly.”

In compliance with the provisions set forth by this article, the Director-General of UNESCO appointed the five members to the Provisional Council.

Members of the Provisional Council

UNESCO, Chief of the Division of Museums and Historical Monuments,
Jan Karel van der Haagen

Italian Government, DG of Antiquities and Fine Arts,
Guglielmo de Angelis d'Ossat

IRPA, Director of the *Institut Royal du Patrimoine Artistique* in Brussels,
Paul Coremans

ICR, Director of the *Istituto Centrale del Restauro* in Rome,
Cesare Brandi

ICOM, Chairman of Advisory Committee, and Director of *Musée National Suisse*, Zurich,
Frédéric Gysin

The members thus represented the five institutions that had been crucial to the establishment of the Rome Centre: UNESCO, ICOM, the Italian Government, ICR and IRPA. The Provisional Council also established close collaboration with Georges-Henri Rivière,⁴⁸ Director of ICOM, and, on a personal level, particularly with Coremans and Brandi as directors of IRPA and ICR in the years to come. Also important was the support of De Angelis d'Ossat (1907-1992) as Vice-President of the Executive Council of ICOM (1953-1961) and Director-General of cultural heritage in Italy (1947-1960). He was responsible for directing the reconstruction and restoration of historic buildings in Italy after the ravages of the Second World War. It was he who invited the Centre to Rome and signed the agreement with UNESCO, as well

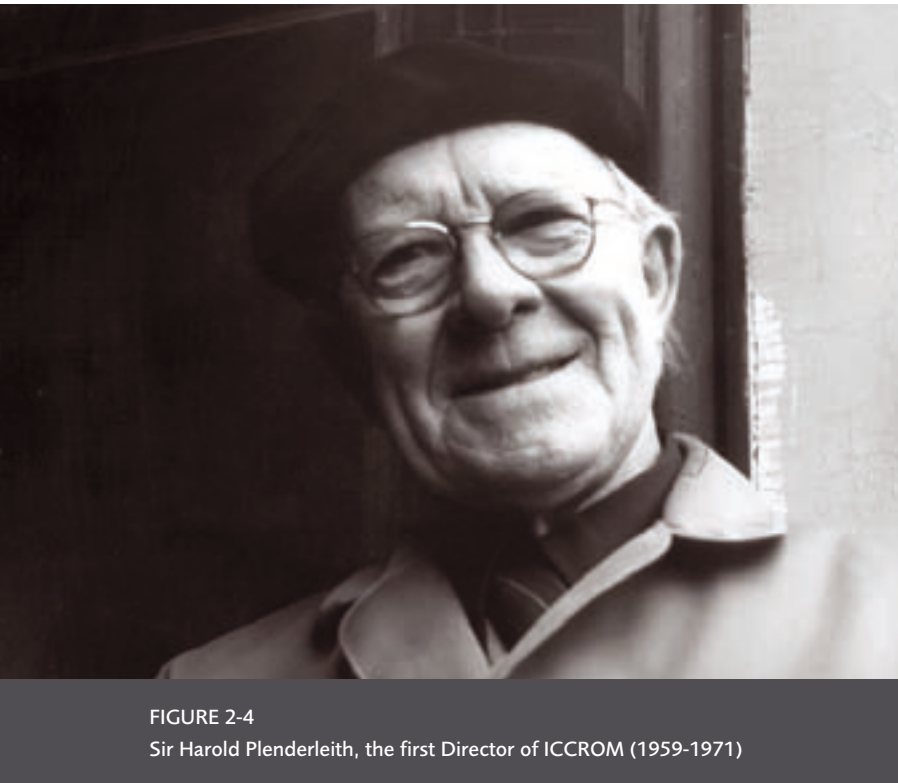


FIGURE 2-4
Sir Harold Plenderleith, the first Director of ICCROM (1959-1971)

as helping the Centre to obtain premises, find personnel and organize its first General Assembly in 1960. He was then appointed Dean of the Faculty of Architecture at the University of Rome, La Sapienza, and continued to play an active role at the Centre, particularly in the training of conservation architects.

At its first meeting, the Council chose as its Chair Frédéric Gysin, the Swiss delegate who had formally launched the idea of the Rome Centre.⁴⁹

Appointment of staff: the directorship of Harold Plenderleith

At its first meeting, in December 1958, the Provisional Council appointed as Director Dr. Harold James Plenderleith (1898-1997), scientist and former Keeper of Research Laboratories at the British Museum. Plenderleith's studies of chemistry were interrupted by the First World War, in which he was awarded the Military Cross. He completed his doctorate at Dundee in 1923, and then joined the Department of Scientific and Industrial Research at the British Museum, becoming Assistant Keeper in 1927 and Keeper of the Research Department from 1949 to 1959, when he retired to become the first Director of the Rome Centre. His long experience at the British Museum included the application of chemical processes and radiography to the analysis

of antiquities, as well as safeguarding works of art during the Second World War. His fundamental publication, *The Conservation of Antiquities and Works of Art*, in 1956, became the bible of every conservator.⁵⁰

Dr. Paul Philippot, art historian and Professor at the *Université Libre*, Brussels, was invited to be Deputy Director to the Rome Centre. In addition to art history, he had studied jurisprudence as had Cesare Brandi who strongly supported the candidature of Philippot so as to have a balance between science and humanities at the new Centre. Brandi already knew Philippot, who had carried out a university research project on the Institute. Philippot recalled in an interview:⁵¹

“For me all started with a letter from Cesare Brandi, who announced that this Centre, which was then in discussion, would be created in Rome, and that its Director would be Harold James Plenderleith. Brandi would have accepted this nomination with the condition that I should be the Deputy Director. At the time, I already knew Brandi, because I had come to Rome as a student, and had written a dissertation on the Istituto Centrale del Restauro. Brandi knew this work because I had given him a copy. So, it was a way to balance the Anglo-Saxon with a continental approach.”⁵²

The Rome Centre was already a reality in principle from May 1958, and the Provisional Council had started its work in December of the same year, but the first personnel entered the Centre only in early 1959. The Centre was considered to have become operational from 1 March 1959. In the same interview Philippot described the beginnings of the Rome Centre as follows:

“I arrived in Rome in the spring of 1959, and there were three persons at the Centre at the time: Dr. Italo Carlo Angle (Executive Secretary), Miss Elena Monti (later Fiorini, as secretary), and Antonio Tito (administrative assistant). They were three of the Italian personnel, seconded from the Direction of Fine Arts, following a generous agreement between UNESCO and the Italian Government. This was the first nucleus of the personnel. Later arrived Plenderleith, and soon after him came Gemma Regoli (later Berardinelli).”

By the early 1960s, the Italian Government had consolidated the first nucleus of the secretariat for the Rome Centre:

First Staff Members of the Rome Centre:

Harold James Plenderleith, UK, scientist, Director

Paul Philippot, Belgian, art historian and jurist,
Assistant Director

Italo Carlo Angle, Italian-Polish, art historian,
Administrative Assistant, later Executive Secretary

Elena Monti Fiorini, Italian, stenographer, later
Training Secretary

Gemma Regoli Berardinelli, Italian, stenographer,
later Administrative Secretary

Fiammetta Gamba, Italian, Documentalist and
Librarian (June 1960 to October 1962, but continued
on a part-time basis to 1964)

Antonio Tito, Italian, acting Assistant Documental-
ist, later Senior Warden

Giulio Catena, Italian, *Procuratore del Registro* of
the Italian Ministry of Finance, part-time Accountant
from September 1961.

Initial Activities of the Rome Centre

(a) Ratification of its status in Italy

The Provisional Council focused as its first task on the establishment of an administrative and financial structure for the operations of the Centre. The documents that were prepared included: the *Statutes of the Personnel* (CP1/ADM 1 rev.), *Règlement intérieur du Conseil* (CP 1/2 rev), *Règlement financier* (CP 2/ADM 1 rev), the *Rules of the General Assembly* (CP 5/6 rev), etc. The Council also considered criteria for appointing ‘Corresponding Experts’, as required in the Statutes. The Secretariat drew up a provisional list for this purpose. Another related issue was the identification of organizations with whom to establish working relationships. These included naturally UNESCO, ICOM, the International Institute for the Conservation of Historic and Artistic Works (IIC), IRPA and the Italian organizations mentioned in the agreement signed by UNESCO and the Italian government. However, the Centre also contacted many other national and international organizations, such as state authorities responsible for monuments, works of art or museums, university faculties dealing with cultural heritage, professional

associations, scientific and conservation laboratories, cultural associations and institutes, as well as archives and libraries.

Some of the principal problems faced in the early years related to the formal establishment of the Centre in Italy. Even though the agreement with UNESCO had been signed in 1957, the formal ratification of Italy’s membership was delayed to the point that it became a major impediment to the proper functioning of the organization. In this regard, on 17 March 1960, Plenderleith wrote a confidential letter to the chairman of the Provisional Council, Frédéric Gysin⁵³:

“I have agreed with Mr Philippot that we can no longer cover up the fact that Italy, whatever her excuses, has let us down badly. ... We have decided, however, to try and calculate the additional personal expenses that we have had to face by reason of non-ratification and to submit these to the next Council meeting with a request that they make a first charge on the Italian subvention when, eventually, we do receive this. Even so it could be no recompense for the considerable discomforts that we have had to suffer through no fault of our own over this prolonged period. It seems that Italy is in a fair way to losing the faith of at least two of her declared friends who feel they have been brought here on false pretences. We recognize the gravity of these comments but if Italy thinks so little of us is it by any means possible even at this late hour to conceive of some other venue for the Centre that in this country?”

In his reply of 8 April 1960, Gysin reported on his contacts with UNESCO personnel, assuring Plenderleith that they had been working hard to accelerate the ratification. Gysin was also in contact with the Director-General, Vittorino Veronese, himself Italian. In a further letter on 12 April, Plenderleith listed some of the problems that the Centre was facing. The lack of ratification, indeed, made potential new member states, such as UK, France and USA, hesitate about adhesion before Italy’s own adhesion. This would have a serious impact on the budget particularly once UNESCO’s own contributions ended after the four initial years. It also became increasingly difficult to retain the Italian staff already seconded to the Centre. Finally, it was not possible for the Director to have diplomatic status until Italy had completed the ratification process. Subsequently, Gysin drafted a letter (dated 17 April 1960) to Veronese, recalling the good reception that Italy had agreed to and had already provided for the Centre to flourish in Rome. But the lack of formal ratification by Italy, he argued,



FIGURE 2-5
The first location of ICCROM next to ICR, in via Cavour 256, Rome

was seriously hampering the further development of the organization.⁵⁴ With the help of UNESCO, the ratification procedure by the Italian Parliament was finally completed by a vote of the Senate on 1 June 1960, law n. 723, published in the *Gazzetta Ufficiale della Repubblica Italiana* on 26 July 1960.⁵⁵ Obtaining diplomatic status for the Director of the Centre required yet another two years. The question of the secondment of Italian staff also needed further effort.

(b) Publicity and support

One of the first undertakings of the Rome Centre under the Provisional Council was to make itself known to the world of conservation. The first public statement about the Centre's foundation was published by Gysin as Chairman of the Provisional Council in *Museum*:

“On 1 March 1959 a new institution began to operate at 4 via S. Francesco di Paola (via Cavour), Rome - the International Centre for the Study of the Preservation and Restoration of Cultural Property. This centre, established by the General Conference of UNESCO, is designed to strengthen relations between all who are interested in the preservation of their cultural traditions. The new centre proposes to collect documentation on the efforts already made in

this field in all parts of the world, co-ordinate research in order to avoid overlapping, and give advice to all those requesting it. It will also assist and facilitate the training of experts, and is destined to become the institution best informed about the results already achieved and the research in progress. The centre must, above all, do useful work. It is not a new laboratory, and so will not compete with any other institution. It is situated in the immediate vicinity of the well-known Istituto Centrale del Restauro, Rome, the director of which is a member of the centre's Interim Council. Another member is the Director of the Institut Royal du Patrimoine Artistique in Brussels; and the centre's advisers include the chief of UNESCO's Division of Museums and Monuments and the director of the International Council of Museums (ICOM).”⁵⁶

Gysin and Plenderleith participated in ICOM's General Conference in Stockholm in July 1959, and the Director's address was later published in *Museum News*.⁵⁷ He also gave a lecture at the Louvre in Paris in May 1960. Over the following years, articles appeared in a number of professional periodicals, such as *Studies in Conservation*, *Österreichische Zeitschrift für Kunst und Denkmalpflege*, *Nouvelles de l'ICOM*, *Chronique des Arts*, *St. Galler Tagblatt* and the *Bulletin de l'Institut Royal du Patrimoine Artistique*. Interviews were given for the Voice of America and the BBC.

The co-operation with ICOM was of fundamental importance to the Centre, particularly in the first decades, as Paul Philippot later recalled:

“The first director of ICOM, Georges Henri Rivière, in his way, was a genius. He had created the spirit of ICOM at the beginning, and had promoted all the important ideas in favour of museums. At the Centre, he functioned very well, because he was always ready to make suggestions with the idea that the Centre had a structural collaboration with ICOM. This was actually quite effective, also because I was appointed secretary to the Conservation Committee of ICOM, one of its international committees. Through this function, I had contacts with all scientific laboratories that were members of ICOM. This gave the Centre the possibility to use a full network of specialists created by ICOM. The parallel network has really never been feasible with ICOMOS, because the structure of the organization is quite different. A person who works in the museum is an employee, and can offer a certain contribution internationally if the



FIGURE 2-6
 (From left) H.J. Plenderleith, Hiroshi Daifuku, Stanislaw Lorentz and Hugues de Varine in ICOMOS' founding conference in Krakow, 1965

direction is in agreement. Architects, instead, are each of them a small company, which means a very different spirit. This explains, I believe, the great difference between ICOMOS and ICOM, a part from architecture that in itself is very different from collections. Rivière was very able in giving stimuli both as an organizer and giving ideas of possible links with ICOM. The successor of Rivière was Hugues de Varine; he was about my age, very dynamic and with him we could continue a close collaboration. Considering that ICOM had its premises at UNESCO, he was very useful also in keeping in touch with UNESCO. I found the contacts with Varine much easier than with Hiroshi Daifuku, who then represented UNESCO. He was a rather difficult person in my mind.”⁵⁸

(c) Programme development

For the Secretariat the start of a new organization was not immediately clear and straightforward as they explored the situation in the world, and prepared a programme of activities and projects in response to emerging needs. Philippot has described the initial atmosphere as follows:

“At the beginning, Dr. Angle had to do the administration, but it was not congenial for him. He was not so well organized in such work, but he was very learned: he had solid education in classical philology, he knew a lot about philosophy, the literature, a Polish, actually, Italian-Polish, Italo Carlo Angle. He took his

pipe, and we continued chattering for hours. It was magnificent to discuss Heidegger with Angle, and to drink tea in the afternoon. Angle could read in many languages; his English was a bit awkward, but he managed. His French was very good, but not quite enough to write perfect documents. For this reason, the Council asked me to produce all the reports, and so I did. As a practical necessity, I had to establish an internal structure for such documents, and this remained valid for many years. The personnel continued developing little by little. Another person to join the staff was Giulio Catena, who was responsible for accountancy.”⁵⁹

(d) Consultations and missions

In October 1959 the Director-General of UNESCO invited the Director of the Centre to take part in an international meeting of experts “with the object of devising suitable means for safeguarding such Nubian sites and monuments as were threatened with submersion by the construction of the new Aswan dam.”⁶⁰ This was the first occasion for the Centre to be publicly acknowledged as an authority. UNESCO also consulted the Centre on the conservation of wall paintings in Mexico and in Thailand.

During the first year of activity, Director Plenderleith undertook two important missions. The first one took him, following the ICOM Stockholm Conference, to Finland, USSR and Poland. He noted, for example, that Finland had only four trained restorers at the time, while one hundred ancient churches required frequent action during the long winter months - not to speak of problems on archaeological sites. In his second mission he went to Nubia, Lebanon, Syria and Jordan, where he visited archaeological museums and laboratories, discussing specific problems of conservation. In Poland, the Director visited several reconstruction sites. The missions by the Director of the Centre were fundamentally important in order to make the organization known to as many countries as possible, but also to acquire firsthand information on the challenges, problems, and resources that existed in the different national realities.

(e) Publications

The close collaboration between ICOM and the Rome Centre made it possible to publish an *International Inventory of Museum Laboratories and Restoration Workshops*, which was proposed to be kept up-to-date by the Centre for periodic reprinting. In the same year *Museum* (vol. XIII, No. 4, 1960) published a monograph on *Climatisation dans les Musées* written by Plenderleith and Philippot, based

on a collaborative study with ICOM. Also in collaboration with ICOM, the Centre was invited to take part in a study of mural paintings, *The Conservation of Mural Paintings in Different Countries: Report on the General Situation*. Finally, it gave attention to the training of personnel for the vocation of restorer, resulting in an article published in the IIC's *Studies in Conservation*.⁶¹ Alongside these efforts, Philippot reserved time for translating into French Plenderleith's *chef d'oeuvre*, *The Conservation of Antiquities and Works of Art* (1956).

(f) Documentation and abstract service

Regarding documentation, the Centre had the major task of gathering together and classifying methodically and comprehensively documentation suitable for study and dissemination. It devised a system of classification based partly on an analytical arrangement and partly on a complementary drafting of 'excerpts', which would make it possible "to collect quickly all information related to a given subject whether it be related to some craft or technique or be concerned with some preservation problem."⁶² It contacted IIC about collaborating on preparing abstracts of scientific publications. The Centre was also planning a service to provide photocopies of documentation to professionals in Member States, working in collaboration with ICOM and IIC.

As the 1960 Report on Activities by the Provisional Council noted, the Centre was already receiving visits from conservation experts from the different world regions, from European countries as well as from North and Latin America, Asia, Australia, New Zealand, Ghana and Afghanistan.

The report mentions a visit by John Marshall of the Rockefeller Foundation to examine the problems related to the conservation of furniture and paintings in Villa Serbelloni on Lake Como.

(g) Aims for the future

The same Report by the Provisional Council ended with a summary of the future aims of the Centre as envisaged in Article 1 of its Statutes. Accordingly, the Centre had to:

- "Collect, study and diffuse documentation concerning scientific and technical problems in conservation;
- Publish up-to-date information on matters of common concern, and distribute free or at cost price;
- Coordinate, stimulate and sponsor research and encourage meetings and interchange of ideas;
- Advise and make recommendations, to set up conservation services and develop methods for treatment;
- Contribute to training of research students and technicians to attain higher standards in restoration;
- Formulate research programmes and referee granting of scholarships;
- Organize short missions to support countries on specific problems;
- Act as scientific advisors to UNESCO and inform on possibility to send expert missions."

It noted that the gradual evolution and expansion of the Centre would ultimately depend on the interest of countries in becoming Members and contributing to this new undertaking.

"A skeleton team is in existence in Rome that has faith in its ideals of self sacrifice in the service of construction; in the conservation of all that is worthwhile in art, archaeology and culture generally. UNESCO is at present largely responsible for this. It is for the nations to decide whether or not the idea of a world centre for studies in conservation is premature or whether by its acts the Rome Centre has merited their support."⁶³

This first period forms, as it were, a 'preface' to the activities of ICCROM. Plenderleith and Philippot established the first policies in close collaboration with a number of internationally renowned experts and institutions, such as ICOM, IIC and UNESCO. It is from these beginnings that ICCROM started working in the 1960s and 1970s, decades that saw the foundations of the organization effectively built upon and future strategies developed.



FIGURE 2-7
Italo Carlo Angle (left) and Paul Philippot (Bernard Feilden in background;
photo 1977)

The Rome Centre (1960-1970)

International context

During the emergency phase of post-war recovery in the 1950s, questions were raised about what and why to conserve, restore and/or reconstruct. The need for an international centre to coordinate research was one of the principal reasons for the establishment of the Rome Centre. In the 1960s the broader questions came up, and the first General Assembly of the Rome Centre discussed issues related to the consolidation of monuments, legislation and administration for the protection of the cultural property, and others related to urbanism and the conservation of archaeological areas and landscapes.⁶⁴

An important initiative of UNESCO lay in preparing and having adopted by its member states standard-setting instruments, since these could serve as a focus for co-ordinating the ethical, normative and intellectual issues of international debate and fostering mutual understanding of common issues and principles of safeguarding. As regards Conventions, UNESCO had already adopted the Hague Convention (1954) regarding the protection of cultural property in the case of armed conflicts and this was followed in 1970 by the *Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property*. A series of Recommendations adopted by Member States began with the Recommendation concerning archaeological excavations (1956). In the 1960s, the scope of its recommendations was enlarged to include accessibility of museums (1960), safeguard-

ing the beauty and character of landscapes (1962), prohibiting and preventing illicit export, import and transfer of ownership of cultural property (1964), and the preservation of cultural property endangered by public or private works (1968). This latter recommendation resulted from UNESCO's experience of the international campaign to safeguard the Nubian monuments, its first major international campaign in which the Rome Centre was also directly involved from the start in 1959.

The international rescue campaign in Egypt and Sudan was formally launched in 1960, and was to last for twenty years in its efforts to save the monuments and sites that were to be flooded by the Aswan High Dam. This was the first and largest in a series of international campaigns which have included Mohenjo-Daro (Pakistan), Fez (Morocco), Kathmandu (Nepal), Borobudur (Indonesia), the Cultural Triangle of Sri Lanka, Venice in Italy, and the Acropolis of Athens.

The normative action by UNESCO contributed to the consolidation of conservation policies in a period when the legal frameworks and theory of conservation-restoration were evolving at the national level. For example, the 1960s saw new legislation in the UK regarding conservation areas (1967), and in France for *secteurs sauvegardés* (the Malraux Law of 1962). In Italy, the *Istituto Centrale del Restauro* (ICR) had started training of restorers in the 1950s. The founding Director of the ICR, Cesare Brandi, brought together his writings regarding the modern theory of restoration in a publication that appeared in



FIGURE 3-1
Bhaktapur, Kathmandu Valley (Nepal), object of a UNESCO International Safeguarding Campaign

1963.⁶⁵ This theory became a fundamental reference for the Venice Charter that resulted from the Second International Congress of Architects and Technicians of Historic Monuments held in Venice in May 1964, where the Rome Centre was one of the principal protagonists.

Another recommendation of the Venice meeting was to establish an international non-governmental organization, the International Council on Monuments and Sites (ICOMOS), and for it to collaborate closely with UNESCO, ICOM and the Rome Centre. ICOMOS was duly founded the following year at Krakow in Poland where Piero Gazzola was elected Founding President and Raymond Lemaire the General Secretary.⁶⁶ Subsequent General Assemblies adopted particular themes: the Second General Assembly in Oxford in 1969 chose ‘Value for Tourism of the Conservation and Presentation of Monuments and Sites’: the Third in Budapest in 1972 ‘Modern Architecture in Historic Ensembles and Monuments’; and the 4th in Rothenburg (Germany) in 1975 the conservation of small towns.

The ICOMOS Documentation Centre was created at the initiative of UNESCO in 1965, in order: “to gather, study and disseminate information concerning principles, techniques and policies for the conservation, protection, rehabilitation and enhancement of monuments, groups of buildings and sites” (ICOMOS Statutes, Art. 5b). It became operational only in 1977 when ICOMOS hired a documentalist and an assistant to organize and manage it.

Administration of the Rome Centre

Member States and the budget

The first General Assembly of the Member States of the newly established Rome Centre took place in Rome from 14 to 16 December 1960. By then 22 States had become Members.⁶⁷ By the end of 1964, Member States had increased to 38, by January 1967 to 48 and, by the end of the first decade in 1971, the Rome Centre had 51 Member States. In terms of the finances, the increasing number of Member States did not in itself necessarily make a major difference in the budget, considering that most of the States contributed relatively small sums, a few hundred dollars (US). From 1959 to 1962, UNESCO contributed US \$12 000 per year; in 1963-64, this was reduced to US \$10 000 per year. From this time on, the Centre’s budget was based on contributions by Member States. Measuring the relative value of the dollar, calculated on nominal GDP per capita, the budget in 2008 values would have been approximately as indicated below:

- **1960**
UNESCO: US \$12 000, Member States US \$148 241
- **1962**
UNESCO: US \$12 000, Member States US \$176 261
- **1964**
UNESCO: US \$10 000, Member States US \$387 234
- **1971**
UNESCO: US \$0, Member States US \$973 111

It can be observed that there was a nominal increase from 1960 to 1962 of ca. 17.5%, from 1962 to 1964 of ca. 111.0%, and from 1964 to 1971 of



FIGURE 3-2
Laboratory visit during the ICOMOS Founding Conference, Krakow, 1965. From left: unidentified, H. de Varine, G. Massari, H.J. Plenderleith and H. Daifuku

ca. 145.0%. In reality, this increase in budget was the result of some major contributors becoming new Member States. In 1964 these included France and the Federal Republic of Germany; in 1967, Japan and the United Kingdom; and finally in 1971, the USA. Thanks to these contributions the Rome Centre could start a new phase of development from 1971 onwards. Until then, the financial resources strictly limited any increase in personnel and activities. At the same time, however, during the 1960s the Centre had been able to lay the strategic foundations for its future development.

The first regular Council (1960)

“The members elected by the General Assembly shall be chosen from amongst the best-qualified experts concerned with the preservation of cultural property and kindred scientific subjects. The members elected by the General Assembly must all be of different nationalities. They shall be elected for a term of two years, and shall be immediately eligible for re-election.” (Statutes, art. 7)

According to the provisions of the Statutes, the Council was to consist of nine members. Four were ex-officio members, already foreseen by UNESCO in the Provisional Council, who represented partner organizations:

- A representative of the Director-General of UNESCO: **Jan Karel van der Haagen** (first session of the Council), **Hiroshi Daifuku** (second session), **Giorgio Rosi** (third session);
- The Director of the *Istituto Centrale del Restauro* (ICR), Rome: **Cesare Brandi** (1st session of the Council), **Pasquale Rotondi** (2nd and 3rd sessions);
- The Director of the *Laboratoire Central des Musées*, Belgium (later IRPA): **Paul Coremans**;
- A representative of the Italian Government: **Piero Gazzola**, Chief Inspector of Fine Arts, and Superintendent of Monuments at Verona;
- Five members to be elected by the General Assembly. According to the Statutes (art. 7), the members were to be elected on the basis of their professional qualifications and not as regional representatives.

The General Assembly elected the following five persons to the first Council in 1960:

- **Gertrude Tripp** (1960-1969), *Staatskonservator, Bundesdenkmalamt*, Vienna (Austria)
- **Frédéric Gysin** (1960-1967), former Director of the *Musée National Suisse*, Zurich (Switzerland) and President of the Consul Committee of ICOM;
- **Stanislaw Lorentz** (1960-1970), Director-General of the National Museums, Warsaw (Poland)
- **Ahmed Sefrioui** (1960-1963), Head of the Service of Historical Monuments, the Arts and Folklore, Rabat (Morocco);
- **Arthur van Schendel** (1960-1974) Director-General of the Rijksmuseum, Amsterdam (The Netherlands).

Gysin was elected the first President of the Council. When he retired in 1967, he was succeeded by Lorentz. The Provisional Council had already made it possible to establish an administrative and financial structure for the Centre and links with other organizations, such as UNESCO, ICOM and IIC. Even though the Italian Government had seconded some personnel to the Centre, staffing questions were not solved immediately but continued over the years. For example, in May 1964, Plenderleith had to write a strong letter to Piero Gazzola, as representative of Italy in the Council, complaining of the risk that the staff might be recalled and of the continuing lack of the diplomatic status promised for the Director.⁶⁸ Gazzola took immediate action and reassured Plenderleith.⁶⁹ In an interview, Gertrude Tripp, the youngest member of the Council, has recalled the atmosphere of the first Council:⁷⁰

“In the Council, we had a few persons who were really much better prepared than average. It was not just wise thinking, but it was more than that. Coremans was an extremely clever man. Though he came from a laboratory, he had a wide perspective, and he really understood everything. Obviously we also had the people of the Istituto del Restauro, Cesare Brandi, P. Rotondi, Giovanni Urbani; it was really a great moment (Sternstunde). I could not imagine the same to take place today. These people were somehow fanatic, but not in the negative sense;



FIGURE 3-3 (LEFT TOP)
 ICCROM General Assembly in Venice 1969; in the picture: Stanislaw Lorentz (Poland; President of Council); Totaram Gairola (India; member of Council), unidentified, Arthur van Schendel (Netherlands, Vice President of Council); Peyo Berbenliev (Bulgarian delegate); H.J. Plenderleith (UK, Director)



FIGURE 3-4 (LEFT BOTTOM)
 ICCROM General Assembly in Venice 1969; Werner Bornheim gen. Schilling (German delegate) and Johannes Taubert (Germany, member of Council)

FIGURE 3-5 (RIGHT TOP)
 Gertrude Tripp (Austria), René Sneyers (Belgium), members of Council

FIGURE 3-6 (RIGHT BOTTOM)
 Cesare Brandi, the first Director of ICR, Rome, and author of an authoritative treatise on the theory of modern restoration (photo V. Rubiu)



they had their feet firmly on the ground.”

The Statutes of the Centre also allowed for Associate Members to be admitted. Article 3 of the Statutes stated:

“The following shall be eligible for Associate Membership of the Centre:

- public or private institutions of a scientific or cultural nature of States which are not members of UNESCO. Admission to Associate Membership shall be on the recommendation of the Executive Board of UNESCO and by decision of the Council of the Centre taken by a two-thirds majority,
- public or private institutions of a scientific or cultural nature of those Member States or Associate Members of UNESCO. Admission to Associate Membership shall be by decision of the Council of the Centre taken by a two-thirds majority.”

The first Associate Members, as listed in 1969, included the following: National Gallery of Victoria (Australia), Calouste Gulbenkian Foundation (Portugal), *Institut Suisse pour l'Etude de l'Art*, International Institute for Conservation (IIC), Vatican Museum, Lerici Foundation (Italy), and the *Museu de Arte Contemporanea da Universidade de São Paulo* (Brazil).

Personnel

Regarding personnel, Fiammetta Varese Gamba retired as Librarian as from 1 October 1964. The staff then consisted of the Director and Deputy Director, plus five persons seconded by the Italian Government. But in the years 1965-1970 several new members were added so that by the end of the decade the personnel had doubled to 15.

Gertrude Tripp has recalled the personnel of the Centre at that period:⁷¹

“Looking back at the organization of the Rome Centre, we were lucky to have persons like the Director Harold Plenderleith and Paul Philippot, who was his deputy. Plenderleith was a very reasonable person, who understood the realities. He was easily accessible at the personal level, not complicated. Philippot ... had the professional contacts through his father. For him, naturally, important was the ‘fine art’, and what his father had done was already on the highest level of restoration at the time. Philippot was extremely capable; he wrote all the documents, and summarized the discussions giving them a clear format. Of course, he already had the background of his father, and he was in close



FIGURE 3-7

Early personnel of ICCROM: Natalino Proietti (driver), Gemma Berardinelli (secretary), H.J. Plenderleith (Director), Elena Fiorini (secretary) and Antonio Tito (warden)

collaboration with Paolo and Laura Mora and Cesare Brandi. He also came from the practice, which was very valuable. He was really a very clever person, very capable. At the same time, Philippot had so many human qualities. I must say that they were all exceptional people. These first ten years were really fantastic. I must say that I have never had so much inspiration in all my life as I had at ICCROM at the beginning. This included also my contacts with the Istituto Centrale del Restauro. This experience gave me the standpoint for the profession of a restorer.”

Premises

The offices of the Rome Centre were on the first floor of a 19th-century building at via Cavour 256, next to the *Istituto Centrale del Restauro*. Being adjacent to the ICR was important for both organizations and facilitated the exchange of information and collaboration. Indeed, often when the Centre had visitors, it was normal to take them to visit the ICR conservation studios, where they were received by the Director, Cesare Brandi, and the principal specialists, including particularly Laura Sbordonni-Mora and Paolo Mora. In an interview, Laura Mora expressed her delight with the arrival of the Centre in Rome: “*Che bellezza!* Finally! Because we are contrary to provincialism. A national institute is nothing and isn’t useful for anything if it’s not part of an international context. At my age, I’m still interested in foreign politics. With my own interest. It’s not



FIGURE 3-8
 Laura Sbordoni-Mora, Chief Conservator of ICR and
 co-director of the Mural Paintings Course at ICCROM

enough for me to know what's happening in Italy if I don't know what's happening in the world. You must always have a general standpoint."⁷²

In order to have space for the laboratory and didactic activities, the Centre signed a contract

on 1 August 1965 to rent additional premises in via Cavour 221, opposite the other building. These included a lecture room for 30 persons and provisional laboratory space. UNESCO provided the equipment and essential laboratory furniture.⁷³ These premises were extended from 1 February 1970 by adding an apartment on the fourth floor with two classrooms and equipment for simultaneous translation.⁷⁴ At the same time, negotiations were underway to find a larger space for the Centre in the future.

Planning of activities

In the first years, a large part of the work of the Centre, including missions and scientific consultations, was undertaken in collaboration with or at the request of UNESCO. At the same time, a close collaboration with ICOM effectively underlay the entire programme of activities. Indeed, Plenderleith was President of the ICOM Committee for Museum Laboratories and Philippot its secretary. As a result, the Centre could benefit from the professional collaboration of a large number of specialists. For example, the joint ventures included

FIGURE 3-9 (BELOW)

Via Cavour 256: ICCROM's director's office, secretariat and library (first floor), vacated in 1973

FIGURE 3-10 (RIGHT)

Via Cavour 221: ICCROM's premises for training and laboratory (3rd and 5th floors), vacated in 1972



a number of reports produced in agreement with the Committee for Museum Laboratories (at meetings in 1961 and 1962) regarding the conservation of textiles (L. Bellinger), paper (F. Flieder, L. Santucci), manuscripts (F. Flieder), stone (R. Sneyers), metal (R. Organ, R.J. Gettens), wood (N. Brommelle), musical instruments (N. Brommelle), mural paintings (P. Mora), and conservation in tropical and subtropical climates (P. Coremans, H.J. Plenderleith). It also collaborated with the IIC, which held its first General Conference in Rome in September 1961. Some 150 people attended this international conference, held with the help of a grant from the Gulbenkian Foundation in collaboration with the Centre. Papers from it were published by Butterworths under the title *Recent Advances in Conservation*.⁷⁵

In 1965, the Director of the Centre was able to report to the third session of the General Assembly:

“The importance of the new adhesions to the Centre that have been made during the last two years makes it possible today to view the future in more optimistic and above all more positive terms than at the time of the two first General Assemblies. This in no way means that the Centre has attained a point of equilibrium on which it can stabilize itself. The problems of development on the contrary remain fundamental, as much on the financial as organizational plane, and if one can so express it, as regards doctrine. But for the first time, it is possible to approach, in a realistic way, the aims of the Centre, - those defined in its Statutes - and its means to realize the main principles of a coherent policy of activity and development.

The moment has come to examine, from this point of view, the situation of the preservation of cultural property throughout the world, so as to define the role that the Centre must play in response to the necessity which justified its creation. The past 6 years have shown in detail the different aspects of this situation, their importance and relative urgency and their rapid evolution. Indeed, some considerable changes have taken place in the world situation since the time when the Centre was conceived.

It has become evident in all countries, and particularly in those in the process of rapid transformation, that the most urgent problem and the most serious is less that of research than that of the organization of teams of specialists who would be able to carry out the treatments currently used in the most recommended institutes, in any part of the world where works might require it. In response to

these needs organizations are being formed, whose creation is supported by UNESCO, and to this end New Delhi, Jos, Mexico have been encouraged to establish regional centres of training. On the other hand institutes already well established such as the Institut Royal du Patrimoine Artistique in Brussels and the Istituto Centrale del Restauro in Rome are opening their doors ever wider to young foreigners wishing to specialize or attend training courses or cycles of courses. Finally a new international non-governmental organization is in the process of creation, which will constitute for the vast section of historic monuments what ICOM is for the world regarding museums.

All these initiatives are by way of being efforts to respond to the urgency, the vastness and the variety of problems arising in connexion with the preservation of cultural property. But the Centre would be failing in its duty if it did not draw attention to the dangers of a proliferation of good intention which are not guided by a clear vision of the whole of the situation. In order that these initiatives should bear the maximum fruit they must be introduced, at international level, into a general policy which will be co-ordinated in order to ensure the full efficacy of each and all. Their individual organic relationships each to the other must be worked out and defined. An effort to rationalize the situation is necessary. It is the condition on which any coherent policy of the Centre's activities and developments depends.”⁷⁶

As a follow-up proposal to the fourth General Assembly in 1967, the Centre's secretariat prepared a draft *Project for the Long-term Development of the Centre's Activities Should its Income be Increased*.⁷⁷ Taking into account the Assembly's comments, another document was prepared for the fifth General Assembly in 1969: *Policy for the Activities of the Centre*.⁷⁸

Proposed long-term programme (1966)

The 1966 Project for the Long-term Development document indicated that, on the basis of a worldwide survey of the needs in the field of the conservation of cultural heritage, conducted by the Centre's staff since 1959, the most urgent need in nearly every country was “for the training of specialists in all types of restoration work.” Furthermore, it considered it essential to be able to send specialists quickly to places where help was needed. Finally, the Centre's had to develop in a systematic manner its

documentation, which formed the basis for its information. As a result, it was proposed that the Centre's activities be developed along three main lines:

- Training of specialists in conservation
- Development of documentation
- Missions by experts

Other activities, such as publications and meetings of specialists, would be normally financed from the Centre's pro-rata income, i.e. income from Member States' contributions.

Training of specialists in conservation

Principles followed by the Centre

The training of museum personnel was the theme of the ICOM General Conference in New York in 1965. Paul Coremans presented a report there on an international policy for the training of specialists in conservation, based on a survey of the situation. The Centre accepted the main argument of this report which was supported by the experience gained in courses organized by ICR and IRPA. Training for restoration of objects of all kinds was probably the least organized of all. Nearly everywhere such work was done by more or less competent craftsmen. Systematic training was available in only a few places, such as Nancy (for metals), Faenza (for ceramics), New York at the NYU Conservation Centre, the University of London and IRPA in Brussels. Based on the surveys, the Centre formulated principles to be followed in future programmes. It proposed that basic training should be offered at both national and regional levels. As a matter of fact, UNESCO was already creating Regional Centres (e.g. at New Delhi in India, at Jos in Nigeria and in the ex-convent of Churubusco in Mexico City) which could provide such basic training and also help select suitable candidates for international courses. At the international level, priority should be given to more advanced training, and it is there that the Centre could most usefully participate. Such training should best be organized in collaboration with specialized institutions which could provide teaching faculty and by invitation to foreign specialists at the Centre's expense. Practical work experience should be part of the training.

Requirements for training

In order to be able to guarantee suitable conditions for training, the Centre needed suitable premises. It needed teaching equipment and technical services, such as simultaneous translation, projection and recording. The Centre should progressively adapt its laboratory for teaching purposes, and provide equipment for site work. A systematic policy for scholarships should be defined in collaboration with UNESCO. Regarding the teaching staff, the general

idea would be to employ under contract outside help, rather than increasing the Centre's personnel – though some additional staff would be necessary.

Courses envisaged

The realization of the training programme should be progressive and adapted to the Centre's means and immediate requirements. There were various courses proposed: a course on the Conservation of Monuments, to be organized in collaboration with Rome University lasting 30 weeks, and offering some 220 hours of lectures; a course in collaboration with the Office of the Director General of the Department of Antiquities, Ministry of Education, addressing leading field technicians for monuments or excavations (20 weeks); a course on the restoration of paintings and sculptures jointly with ICR (20-30 weeks); and other courses in the conservation of objects for laboratory technicians at different levels of qualification. Suitable institutions still needed to be found or else it was proposed to develop appropriate facilities at the Centre's laboratory.⁷⁹

Development of the Centre's documentation

Regarding the development of a strategy for documentation, the Centre invited a technical report from Yvonne Oddon of the UNESCO/ICOM Documentation Centre and Robert Didier, Librarian of IRPA. Their report highlighted six urgent needs at the Centre:

1. Systematic development and analysis of the collection of reprints and photocopies;
2. Card index to be organized following the system used by the Laboratory in Amsterdam;
3. Collection and distribution of technical notes in collaboration with specialized institutions, indicating products used for restoration (composition, trademarks, suppliers, recipes, equipment, pigments);
4. Detailed card index of specialists in conservation;
5. Card index of institutions specialized in conservation, updating the existing Museum Repertory;
6. Systematic abstraction of periodicals received by the Library.

To accomplish these tasks, it was necessary to provide additional salary for the librarian, to hire a documentalist, and to acquire the necessary equipment. Furthermore, some US \$2 500 per annum would be needed for acquisition of books and other material, starting from 1968 when a grant from the Gulbenkian Foundation would have ended.

Organization of specialist missions

The long-term project document noted that efficiency of help often depended upon rapidity of response. The Centre must therefore allocate special funds for organizing urgent missions by specialists, based on a simple administrative structure. Drawing on its own previous experience, ICOM had already proposed that the Centre organize emergency teams which in some cases could also be linked with on-site training. Lists were needed of specialists who were ready to accept the conditions proposed by the Centre, for missions that would depend on the availability of funding.

Policy for Activities (1969)

The 1969 Policy for the Activities of the Centre was defined taking into account the “peculiar possibilities offered by its nature as an organization”, these being defined as follows:⁸⁰

- a) “The Centre is an independent intergovernmental organization and as such it is expected to have regular relations with the official departments and institutions of Member States, the United Nations and its specialized agencies, and to offer its services in cooperating with them and coordinating their activities as required;
- b) The Centre is, at the same time, a specialized organization in the sense that it has at its disposal the permanent services of specialists enabling it to keep closely in touch with problems in the various fields of its competence, with the ultimate aim of applying its resources to the best advantage for the conservation of cultural property on a world scale;
- c) The Centre is an institution of moderate size and means, created to consider quality before quantity. The simplicity of its functioning, i.e. freedom from rigid and complex administrative requirements, makes it possible for the Centre to take versatile and rapid action in situations requiring immediate attention and to maintain contact whenever required;
- d) The Centre maintains close relations with ICOM, ICOMOS and IIC, and with all other non-governmental organizations which have their own experts in the various fields of conservation. Regular contact with experts ensures that adequate attention is given to all facets of its programme, and this consolidates the work of the Centre, compensating at the same time for any limitations that might result from its intergovernmental status.”

The Policy Document stated that the statutory

functions of the Centre (documentation, cooperation, research and training) were logically linked and constituted an organic whole. ‘Study’, as already indicated in the name of the organization, was the basis and prerequisite of all activities of the Centre. This made it possible for the Secretariat to keep up to date with the situation in all sectors and all countries. Clearly, the library had an important role in this. Publications were to be coordinated by an international committee, established on the initiative of the Centre and ICOM, and working together with ICOMOS and IIC.

Regarding participation in training programmes, the General Assembly had already established (in 1967) the principle that “the Centre should contribute to the training of specialists by relying on national institutions and giving support to their development and the internationalization of their training activities.”⁸¹ The scientific staff of the Centre itself should only exceptionally participate in teaching. Moreover, the Centre should normally act at the level of advanced training and specialization. Training could be encouraged both individually and in groups. An immediate aim was to establish reputable standards in a series of pilot projects. Promotion of research was proposed to be done in two ways: a) by giving research contracts to specialists or institutions, and b) by fostering contact and collaboration between specialists having common interests. In order to be successful, it was necessary to maintain and progressively improve institutional links with ICOM, ICOMOS and IIC. Regarding missions and specialized assistance, Member States would have priority in receiving special services. The Centre should not limit itself to answering questions, but should make use of its international information network, making constructive proposals. This could also be made through negotiations with institutions in various countries.

A much discussed issue was the role of scientific research in the Centre’s activities. This was defined in Article 1 of the Statutes as “co-ordinate, stimulate or institute research in this domain, by means, in particular, of commissions to bodies or experts, international meetings, publications and exchanges of specialists.” At the beginning, the Centre was often directly engaged in projects, for example the Nubian monuments salvage project. But as the international conservation community grew and became more structured and international activities increasingly demanding, the Centre’s role was necessarily more one of coordinator or stimulator, as the Statutes had foreseen. Even though Plenderleith would have had in mind the model of the British Museum laboratories, this model proved unfeasible

given the resources and facilities available to the Centre. Instead, the Centre's principal role was to improve the connection between the field operators in Member States and active well-equipped laboratories. This was also a question of the available budget which was adequate for a didactic laboratory but not for maintaining a more complete scientific laboratory.⁸²

Principal initiatives in the 1960s

Technical co-operation

As mentioned, Gertrude Tripp has noted that: "Plenderleith was a very reasonable person, who understood the realities. He was easily accessible at the personal level, not complicated."⁸³ One priority for the Director of the Rome Centre was to make the organization known to potential Member States.

Philippot recalls the Director's role in missions:

"The situation was the following: Plenderleith was a well-known expert; he came from the British Museum, where he had established and directed a conservation laboratory, and where he had been responsible for important restorations in varied fields, such as the Dead Sea manuscripts. He was a splendid ambassador, and UNESCO could make use of him as he was always available. On the other hand, when Plenderleith visited a country, there was a good probability that the country, as a sign of gratitude, would also become a Member of the Centre."⁸⁴

The main issues in the early missions were related to science, museums, and archaeological monuments. The Centre undertook an important series of missions to examine Nubian monuments as part of UNESCO's international safeguard campaign. For these it was represented particularly by Plenderleith and Giorgio Torraca, together with the principal specialists of the



FIGURE 3-11 (LEFT TOP)

The mural paintings of the church of Humor in Moldavia being restored under ICCROM's guidance and expertise

FIGURE 3-12 (LEFT BOTTOM)

Sigiriya frescoes (Sri Lanka): an infuriated souvenir dealer threw green paint over the paintings in protest at being refused a licence, 1968

FIGURE 3-13 (BELOW)

ICCROM sent Italian restorer Luciano Maranzi on an emergency mission to clean and conserve the Sigiriya frescoes, 1968



ICR, Paolo Mora and Laura Sbordoni Mora, who were permanent consultants to the Centre. Philippot and the Moras also undertook important missions to inspect the conservation of the painted churches in Moldavia and the safeguard of the richly painted small monastery of Piva in Montenegro which had to be moved in a higher location due to dam construction. Other missions also concerned the cleaning and consolidation of cave murals in Ajanta (India), preservation work at Mohenjo-Daro (Pakistan), the consolidation of church frescoes at Göreme (Turkey), for example.

Plenderleith defined the Rome Centre as a small but interdisciplinary organization, able to take action at the slightest notice. At a conference in Williamsburg in 1972 he recalled a couple of examples:⁸⁵ One day he received a telephone call from the Smithsonian Institution reporting that “the famous Sigiriya frescoes in Ceylon had been gravely damaged by a madman who had splashed them with bright paint. If the paint was allowed to become too dry, it would be impossible to remove without irreparable damage.” Two days later a fully equipped Italian restorer, Luciano Maranzi, from the Rome Centre was on a plane heading for Ceylon. Within a fortnight he had been able to solve the problem (March-April 1968).

On another occasion when on a UNESCO mission in South Korea, Plenderleith was visiting the famous temple of Sokkulum on a mountain top. There the magnificent granite *bodhisattvas*, built into the wall, were dripping with water stained with iron deposits. “Realizing the danger to the structure from frost action and so forth, I scrapped the UNESCO programme and assembled a digging force to locate the source of the water.” This proved to be a well filled with silt. With the help of 100 workmen, the blockage was cleared and the water was running in an open channel. Plenderleith noted that anyone could have done this but if he, as a museum conservator, had been content with only removing the stains and the mud, the problem would not have been solved.

The Centre also co-operated with Mexico and Thailand for the conservation of mural paintings. Mural paintings were one of the issues discussed also with the conservator Elena Schiavi Gazzola, wife of Piero Gazzola, whose experience derived from having studied encaustic paintings in Pompeii.⁸⁶

One of the new Member States was Japan⁸⁷ which adhered in 1967. That year the Japanese National Commission for UNESCO and the National Commission for ICOM jointly organized an expert meeting on oriental paintings in Tokyo with participants from abroad, of whom Philippot was one. The Japanese were conscious of the differences between the Oriental and Western traditions, but

were convinced that it was useful to learn from each other, particularly in terms of methodologies and experiences in scientific findings.

From the start, through such activities the Rome Centre was able to provide a number of services which responded to the functions mentioned in Article 1 of its Statutes. These included the collection and diffusion of information, publication of information on the field of conservation, the first efforts to coordinate research, providing recommendations on specific problems, starting to contribute to the training of research workers and undertaking missions.

Nubian monuments

In these early years, collaboration with UNESCO involved a number of missions by the Director, such as those to the United Arab Republic (Egypt) and the Sudan. A major early task for the Rome Centre was its involvement in the first international campaign of UNESCO devoted to safeguarding the monuments of the Nile Valley. The decision to build a huge dam at Aswan in the Nile Valley had been taken in 1954 and construction started in 1960, to last about ten years. Some of the threatened monuments had to be moved to higher ground, and there were many problems with the conservation of decorative surfaces and sculpted details. From 1956 UNESCO helped the Egyptian Government to establish in Cairo a Centre for the Documentation and Study of the History of Art and Civilisation of Ancient Egypt. Three years later UNESCO became involved in the safeguarding of the Nubian monuments threatened by flooding and in 1960 launched its first International Campaign. The involvement of the Rome Centre started in October 1959 when the Director-General of UNESCO invited the Director of the Centre to take part in an international meeting of experts to devise means for safeguarding the Nubian sites and monuments threatened with submersion. This invitation was “the first occasion on which the Centre was publicly acknowledged as an authority appropriate to consult on major questions of world importance relating to conservation.”⁸⁸ The mission was followed by several others over the following years, involving consultation on a number of monuments and sites. Plenderleith had a coordinating role in the process, and the Rome Centre, in collaboration with UNESCO, monitored and guided the process from 1959 through the 1960s.

Floods in Venice and Florence (4 November 1966)

To begin with, the Rome Centre had hardly any funds available for research. However, within a few years of its creation, there were several natural and human-made disasters. Giorgio Torraca recalls that



FIGURE 3-14
Nubian Campaign: Paolo Mora examining archaeological finds in 1962

FIGURE 3-15
Nubian Campaign: one of the first important international campaigns of UNESCO also involving ICCROM (Giorgio Torraca, H.J. Plenderleith, Mrs Plenderleith, unidentified Egyptian expert, Laura Sbordoni-Mora, Paolo Mora and Gaël de Guichen on mission in 1970)

the museum laboratories were not able to cope with such dramatic situations, but the international organizations could offer a rapid response. The date of 4 November 1966 has remained in the memory of the historic towns of Venice and Florence, both subjected to exceptionally high floods on the same day. Venice was used to tidal waters, when the *acqua alta* occasionally flooded the lower levels of buildings. Usually, the alarm was raised when a very high tide was forecast that would be more than 110cm above normal, with 140cm regarded as an exceptionally high water. On this occasion the tide reached a record 194cm above average water level in the lagoon area, the highest since 1923. This flood focused international attention once again on safeguarding historic Venice.

In Florence, less prepared for floods than Venice, the flooding caused major damage to collections of works of art in archives, museums and libraries. The Rome Centre came to act as the UNESCO field team, taking both an active and a liaison role in the support operations. Torraca, who was the principal contact at the Centre, recalled the events:⁸⁹

“In that context we also thought that in the future we should be ready to face such events: so, while the junior staff started planning an ambitious system of storage of large quantities

of the materials that were proving useful in the case of such emergencies (and which had proved to be difficult to retrieve in the desired amount at short notice), Plenderleith saw the emergency support as a one man mission that would rush to the disaster area and provide sound advice. He started preparing an emergency kit, but initially had problems in finding the right suitcase.

In the course of a meeting in Venice involving top level international, national and local authorities, a strong case was made that UNESCO should create a centre ready to take emergency action on a world scale to face catastrophic events affecting cultural property (an enterprise in the multi-million dollar range) and that such a centre should be located in Venice. UNESCO Director-General, René Maheu, was considering the proposal when the Rome Centre staff prodded Plenderleith into action, and he spoke authoritatively in the meeting about the existence of a Rome Centre project on the matter (a fact that helped UNESCO to sidestep the proposal). At the end of the meeting Maheu inquired about the project, which he found of great interest, and Plenderleith, always very honest, answered: ‘Hmm ... yes ... we have bought a suitcase’. Luckily the French ear of

Maheu prevented him from catching the meaning of an unexpected answer, and after a moment of perplexity he was swept away in the cortège of very important persons.”

Following the floods the former British ambassador to Italy, Sir Ashley Clarke, decided to establish the Italian Art and Archives Rescue Fund, which became the Venice in Peril Fund in 1971. On 2 December 1966, the DG of UNESCO, René Maheu launched an international campaign for the safeguard of Venice and Florence with a declaration⁹⁰ where he called for the 120 Member States of UNESCO and various libraries and archives to donate generously to the campaign:

“During the first days of November, Tuscany and Venetia were devastated by floods of extraordinary magnitude and violence. The damage has been enormous. To the toll in human lives and the loss of property were added the destruction, in Florence and Venice, of creations of the human spirit which made the enchantment of the culture and art of living that Italy has given to the world. In all, 885 works of art of the first importance, 18 churches and some 10,000 other objects have suffered. Seventy libraries and learned institutions have been stricken. More than 700,000 volumes of archives comprising some 50million items, of which 10,000 were of

inestimable historical and scientific value, have been damaged.”

The Rome Centre was immediately involved in the coordination of the safeguarding efforts; by chance a member of the staff was in Florence when the flood came. Many countries reacted immediately, sending money and equipment to Florence. In the first days, there was confusion and a lack of co-ordination with some sites receiving too much expertise and others neglected. But a quick reaction was needed because otherwise the polluted waters could ‘consolidate’ the damage on the buildings, documents and works of art. Around 15 December, the Italian Government and UNESCO independently invited the Rome Centre to take on responsibility for co-ordinating the safeguarding efforts. UNESCO provided a fund of US \$18 000 for the year 1967.⁹¹

The Centre employed a part-time assistant and set up a special rescue team. Its intervention was based on two principles: a) to give scientific or technical advice when requested by local authorities and, b) to exert a general influence over the planning and organization of all conservation and restoration work. The main task at the beginning was to develop a general plan for the rescue operations. This plan, including voluminous documentary evidence, was ready for presentation to the Italian government and UNESCO on 15 February 1967. Another task was organizing an information service which was fundamental to make everything work smoothly.⁹²

The situations of Florence and Venice were essentially different. Whereas in Florence the flood was a single exceptional event whose effects could be dealt with fairly quickly over a few months, in Venice the problem affected the entire historic town. A major hydro-geological problem was causing Venice to sink gradually into the lagoon and the flood of 4 November was “just another stage of a process that had started many years ago.”⁹³ Indeed, the Rome Centre continued to be involved in the safeguarding campaign in Venice for many years to come.

Documentation Publications

Documentation was one of the statutory functions of the Rome Centre and from the start publications received great attention. The 1963 report to the Council recorded that 540 copies of the Centre’s publications had been distributed for free to institutions and qualified individuals in Member States. Many of the publications were the result of collaborative research with ICOM and IIC. Thus in 1960 the Centre and ICOM published an *International Inventory of*



FIGURE 3-16
The major flood in Florence in 1966 caused serious damage to artistic heritage. ICCROM co-ordinated the international safeguarding efforts with the help of UNESCO (Museum of Bargello)

Museum Laboratories and Restoration Workshops and *The Conservation of Mural Paintings in Different Countries: Report on the General Situation*. Other publications included articles and papers such as *Climatology and Conservation in Museums*,⁹⁴ based on a report by R. Sneyers.

In 1965, in order to rationalize publications, the Centre and ICOM reached agreements with publishers in France and England. Editions Eyrolles agreed to publish the French translation (by Philippot) of Plenderleith's *La Conservation des Antiquités et des Œuvres d'Art* (1965), and J. Iñiguez's *L'Altération des Calcaires et des Grès Utilisés dans la Construction*, translated from the Spanish. The other agreement was with Butterworths in England, which published N. Stolow's *Controlled Environment for Works of Art in Transit*. The two organizations published jointly on topics such as the problems of conservation in museums, humidity in historic buildings (G. Massari), and conservation of graphic documents, and notably the volume on the conservation of mural paintings written by Philippot jointly with Laura and Paolo Mora that was eventually published in 1977. In 1968, there appeared a manual entitled *The Conservation of Cultural Property*, edited by the Centre for the UNESCO Series of Museums and Monuments.

The Library

The establishment of a library at the Centre was one of its concerns from the beginning. The following correspondence gives an idea of the problems faced by the Centre. In London in June 1960, Plenderleith met Luis de Guimarães Lobato of the Calouste Gulbenkian Foundation to discuss the design of the Foundation's Museum in Lisbon. This first meeting with the Foundation launched a process which resulted in a grant from the Foundation to assist with developing the library at the Centre. In April 1961 Plenderleith and Philippot wrote to the Foundation asking for assistance for the Library, indicating the independent character of the Centre while stressing its close relationship with IIC and ICOM. On 15 December 1961, the Board of the Foundation informed Plenderleith that they could give US \$10 000 to start the Library. In the following year, it awarded another US \$10 000. In late 1962, the Italian Government provided the shelves and the furniture for the Library. It was not easy to obtain some essential books which were mostly out of print. Fortunately, the British Museum donated a nucleus of reference books free of charge. In October 1962 the library was fully functioning although there were places for only six readers. By December of that year, the library had ca 400 books, including fundamental



FIGURE 3-17

ICCROM's library in via Cavour 256 in the 1960s

specialized texts, and by 1967 some 2 000 volumes and 42 current periodicals.

The first documentalist and librarian was Fiammetta Varese Gamba (June 1960-October 1964). Her role at the Rome Centre was to help lay the foundations for the library, which included preparing a systematic index with some 10 000 cards on the contents of the library. The index covered also the publications reviewed in the *Abstracts of Technical Studies in Art and Archaeology* (1943-1952) by R.J. Gettens and B.M. Usilton, and in the *IIC Abstracts* (1955-1962). Lucetta Amendola Liuzzi was employed as Librarian part time on 1 July 1965, and then full time from January 1968. Marie-Christine Uginet, who was employed as assistant librarian in 1972 and later succeeded her, describes Amendola as a real lady and a very cultured woman:

“She spoke many languages, German, French, English. A real lady, I have to say. She was from Biblioteca Alessandrina. I think at the time it was the University's; later it became the National Library. With her came Francesco Tomasi who did photocopies for the library. She always used to take her tea at five o'clock. She was very kind with the students. I remember one thing about the catalogue. The books were catalogued according to their country of origin. Back then there were two Allemagnes, East Allemagne and the other one. So I asked her, what should I do? She said: culture has no boundaries; it is not a political issue. So they have to be all one: Allemagne.”⁹⁵

During the 1960s, the functions of the Library developed steadily. Increasing numbers of students and professionals attending courses in Rome, including courses at ICR and the Centre's own training (e.g. restoration of monuments and mural paintings), used the Library, as well as a growing number of scholarship holders and visitors (groups and individuals). The services of the library included specialized bibliographies and Xerox copies, especially of reports presented to meetings of the ICOM Committee for Conservation (from 1967). It regularly exchanged lists of acquisitions with other specialized libraries such as those of IRPA in Brussels, the Central Research Laboratory in Amsterdam and others in USA, Mexico and Portugal.

Conferences

The Venice Meeting in 1964

The Rome Centre played an important role in the 1964 Venice meeting of architects and technicians working on the restoration of historic monuments. The Director and Deputy Director contributed to the preparation of the scientific content. Plenderleith, Philippot, Gertrude Tripp, Hiroshi Daifuku and Roberto Pane were members of the drafting group of the Venice Charter, chaired by Gazzola with Raymond Lemaire as rapporteur. Philippot, who was well acquainted with the philosophy of Cesare Brandi, wrote the preface to the Charter, while Lemaire drafted the successive paragraphs. The charter was later edited by UNESCO (Daifuku), e.g. re-organizing the order of the articles. Gertrude Tripp recalled the feelings at the time:

“We imagined that our Carta del Restauro of 1964 would have universal significance, being applicable in the whole world. ... However, today I can confess: there was much that we simply did not know. You know, we were convinced that we were sufficiently clever. But we did not understand where the difficulties were. When I later participated in an ICOMOS conference, someone asked: what shall we then do with the straw huts in Australia? This is something that we had not really thought about.”⁹⁶

The Venice Conference was a success and the Charter has become a key reference in the development of international doctrine and in the establishment of national policy guidelines. After the conference, Angle wrote to Gazzola saying that the conference could be defined as “ecumenical”: “Never before have we seen such a confluence of architects and scholars from many Nations and never has the problem of the protection of monuments been imposed with both modern rigour (Venice Charter) and a concrete possibility of implementation (ICOMOS).”⁹⁷

Training

Scholarships and visitors

From the first years of the Rome Centre's activity, training and education became an important theme. This was implemented in different forms. One was the participation as teachers in courses elsewhere, such as IRPA in Brussels, New York University, and the University of Rome. Another took the form of scholarships and study tours for students or specialists. For the academic years 1961-62 and 1962-63, the Italian Ministry of Foreign Affairs offered the Centre four three-month scholarships. For the second

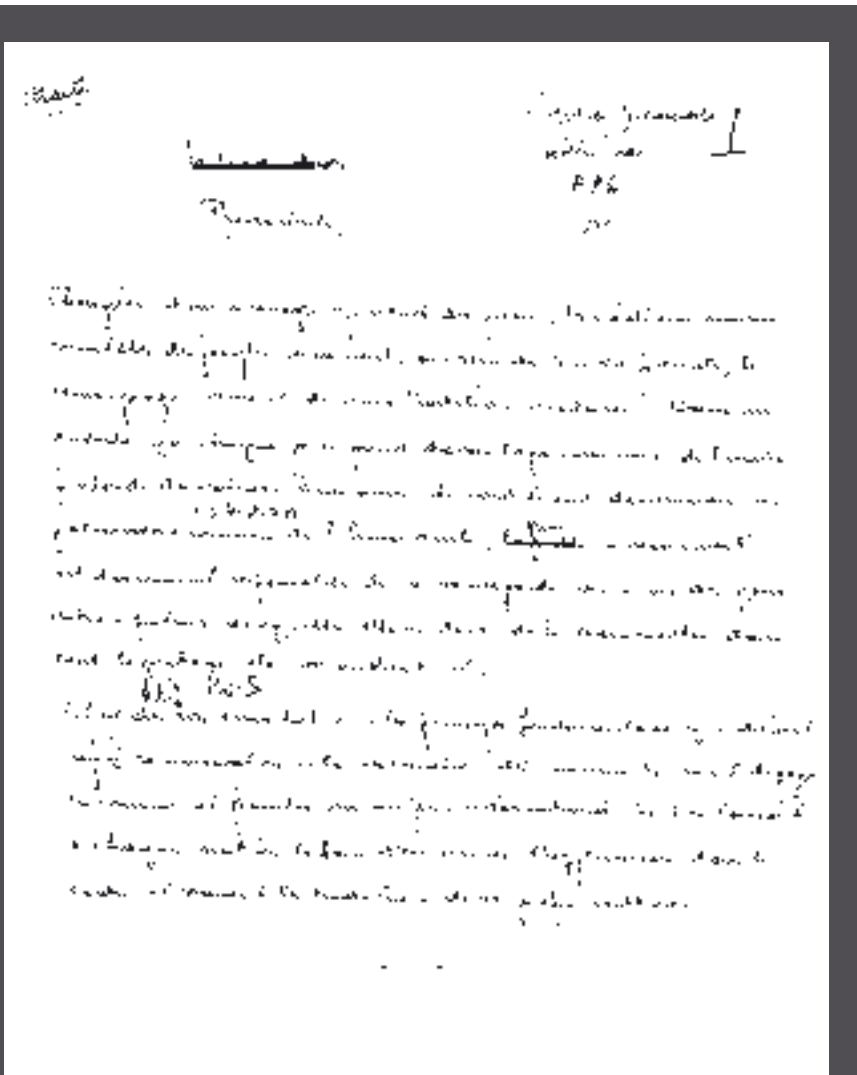


FIGURE 3-18
Charter of Venice, 1964, manuscript by P. Philippot for the preface to the Charter (Lemaire Papers, University Archives, Leuven, Belgium)

year, the Centre received 39 applications, of which 15 came from India. From 1961 to 1965, the Centre benefitted from a total of US \$11 000 to be distributed as scholarships to scholars from 15 countries. In addition, the Centre was invited to organize programmes for holders of UNESCO scholarships. In these programmes, the Centre depended heavily on collaboration with other specialized institutions and laboratories, particularly in Italy, such as ICR, but also in other countries.

Gradually these activities improved as resources increased. Thus in 1971 the Centre could report that during the two academic years from 1968 to 1970 it had organized individual training sessions, often in the form of study tours, for more than 20 scholars who were trained in UK, Italy, France, Belgium, Netherlands, as well as at the Centre itself. In addition, for every academic year the Italian Ministry of Foreign Affairs provided a dozen scholarships of four to six months and other scholarships offered by private foundations such as JDR 3rd Fund Foundation. The Centre itself normally provided travel grants for several students.

Regular courses in Rome Architectural Conservation Course (ARC)

In 1956 the University of Rome, La Sapienza had already introduced the idea of a course of specialization in the study and restoration of architectural monuments and the following year founded the *Scuola di Perfezionamento per lo Studio e il Restauro dei Monumenti*. The first students enrolled for the academic year, 1960-61, but teaching was still rather informal without a specific structure. At the Rome Centre the Austrian member of the Council, Gertrude Tripp, proposed in 1960-61 that the Centre organize a specialized course for architects in the study and restoration of historic buildings. Austria had been the first country to join the Centre and, according to Tripp, her country was too small to run specialized training and laboratories and international collaboration was fundamentally important.⁹⁸ The Centre therefore collaborated with the University of Rome to organize joint courses at the University.

In 1960 De Angelis d'Ossat became Dean of the Faculty of Architecture and soon was in correspondence with Plenderleith and Angle about possible co-operation with the Rome Centre. Plenderleith proposed to De Angelis d'Ossat a scheme for a systematic course of lectures dealing with the scientific basis of building materials. During 1962, they decided to organize a test series of lectures at the Faculty of Architecture to be given by Plenderleith himself, S. Augusti (Director of the Laboratory of Capodimonte in Naples), M. Leoni



FIGURE 3-19
ARC course teachers in 1965: Pietro Gazzola, Guglielmo De Angelis d'Ossat, unidentified, Paul Philippot, Raymond Lemaire

(*Istituto Sperimentale dei Metalli Leggeri*) and Paolo Mora, Chief Restorer of ICR.⁹⁹ The Centre also consulted Piero Gazzola and the new Director of ICR, Pasquale Rotondi, about the courses. An open question was how scientists could address the specific needs of architects. De Angelis later wrote to Plenderleith that, while the lectures by Leoni had been excellent from the scientific point of view, there was nothing about the behaviour of metals in ancient or more recent restorations that would have interested architects.

Philippot recalls these beginnings:¹⁰⁰

“At the Faculty of Architecture of the University of Rome, under the direction of De Angelis d'Ossat, they were just starting to organize courses in architectural restoration. From the beginning, these courses were also open for foreigners. We thought that putting some additional money, we could invite experts from abroad, and thus enlarge the initiative. ... At the beginning teaching was mainly in Italian, because translation was very expensive and almost impossible. In our experience, such translation needed to be assured by a bilingual architect. Anyhow, it always remained a problem.”

In the years that followed, teachers came to include foreign specialists such as Philippot, Walter Frodl (Austria), and Raymond Lemaire (Belgium) and Italians such as De Angelis, Carlo Ceschi, Paolo Portoghesi and Giuseppe Zander. At the same time,



FIGURE 3-20
Italo Angle, Secretary-General of ICCROM

it was agreed to start enrolling foreign students in the courses: eight in 1962, nine in 1963. In 1964, five of the ten participants were foreign and in 1965 eight out of 12. The contacts between the Centre and De Angelis d'Ossat resulted in further strengthening of the collaboration that also responded to the recommendation of the Venice meeting in 1964.¹⁰¹

In 1966, when its budget allowed, the Rome Centre took over the Course of the Study and Restoration of Monuments from the University, whereupon they were organized under the direction of De Angelis d'Ossat and administered by Italo Angle, Secretary-General of the Centre. In that year, the number of participants was raised to 23, from 18 countries with any one country having a maximum one or two students. There was only one Italian.

Mural Paintings Conservation Course (MPC)

The potential relationship with the *Istituto Centrale del Restauro* (ICR) had been a major argument for the choice of Rome as the location of the Centre. Over the years close contact continued between the two institutions. The Centre worked closely with the directors of ICR, from Brandi to Rotondi and Urbani, but especially with Laura and Paolo Mora, the chief conservators of ICR. Philippot recalled in his interview in 2001 the beginnings of the collaboration:

“The relationship of Plenderleith and Brandi was rather special, because both understood that it

was essential to have agreements. The problem however was communication, considering that Plenderleith did not speak Italian. He made some efforts, but these were not very efficient, and Brandi did not speak English. They tried to communicate in French, and I tried to help translating occasionally. In fact, when they met, I was always present. What they needed was a mediator. It was sometimes quite funny, because these two had such different characters: Plenderleith mixed scientific questions with issues of every-day life, and Brandi always followed his theoretical thinking. I remember once, at the time of the missions to Egypt before the construction of the Aswan Dam, Plenderleith had just come back from a mission, and talked about his visit to the Egyptian tombs. Then he interrupted to say that the eggs that he had eaten that morning were not ‘fresco’, using an Italian word. Brandi, who was always thinking of mural paintings, comments: “no, no, non erano a fresco, erano tempera” (‘no, no, they were not a fresco, but a tempera’). I made myself very small, and did not say anything, and then it passed. It was really quite funny.”¹⁰²

The idea to undertake training in the conservation of mural paintings went back to an ICOM working group established in 1959. The group produced a first report for a meeting in New York, in September 1965, and its findings were further developed in research and international missions undertaken by ICR which was proposed to be the principal partner with the Rome Centre for a training course.¹⁰³ Philippot had almost daily contact with the Moras, facilitated by the Centre’s location next door to ICR in Piazza San Giovanni di Paola. They had noted that mural paintings were generally not given the same care as paintings in museums and training in their conservation was needed. To start with, the Centre helped organize study periods for foreign conservators at ICR and at IRPA and then the training course started officially in 1968.

In view of the lack of suitable didactic texts, Philippot agreed with Laura and Paolo Mora to write one. They consulted Giorgio Torraca on scientific issues and a large number of specialists from ICR, IRPA, the Bavarian *Landesamt für Denkmalpflege* and the National Research Laboratory for Conservation in India. They also contacted other specialized institutions in Italy, India, Sri Lanka, Thailand, Japan, Mexico, USSR, Czechoslovakia, Romania, Bulgaria, Yugoslavia, Switzerland, Egypt, Turkey, France, Denmark, UK, Austria, GDR and Belgium. The resulting book was eventually published in 1977.¹⁰⁴



FIGURE 3-21
Participants of the Mural Paintings Conservation Course (MPC) visiting the archaeological site of Paestum (Italy) in 1969

Research

Meanwhile the Centre was actively undertaking research activities, both by promoting or co-ordinating research in different fields and directly by using external specialists or the staff of the Centre. Since the Centre's own facilities were limited, its initiatives were generally undertaken in collaboration with ICOM's specialized conservation committees and with IIC, or with relevant national institutes such as ICR and IRPA. The main subjects of study were the control of humidity in historic buildings (especially during the salvage campaigns in Florence and Venice), conservation of stone, conservation of structures in unbaked bricks in Iraq, mural paintings, and polychrome sculpture. Another major research project contributed to the UNESCO campaign for Nubian monuments. In addition, the Centre strengthened collaboration among the leading national laboratories and helped organize specialist meetings with ICOM, IIC and ICOMOS.¹⁰⁵ Giorgio Torraca has described ICCROM's research role¹⁰⁶:

“Scientific research on the study of materials and techniques of objects of historic or artistic importance, as well as of their aging and decay, was obviously beyond the reach of the Rome Centre, and later of ICCROM, as the budget allowed only the existence of a small teaching laboratory lacking the high tech equipment that most people associate with the concept of scientific research. Furthermore the staff was mainly competent in technology and applied science.

But technological research – the study of improved methods for the conservation of endangered materials – does not require much in the way of sophisticated machinery present in the laboratory if the team conducting the project has a good idea about field problems in conservation and possible response to them. The ICCROM staff may often have the right idea, thanks to their experience acquired in technical missions and frequent contact with scientific laboratories in training programmes and international meetings, while tests or analyses requiring expensive equipment may be out-sourced at almost no cost, exploiting the attraction that ‘our’ monuments often exert on the layman to entice a scientist with a laboratory into assisting the conservation project.”

During the late 1960s, the Centre set up a laboratory at via Cavour 221, installing and operating new equipment particularly for training purposes and collecting materials for didactic experiments. At the request of the Superintendency of Rome, Plenderleith himself undertook the restoration of a precious



FIGURE 3-22
The original French edition of the *Conservation of Mural Paintings* by Paolo and Laura Mora, and Paul Philippot, 1977



FIGURE 3-23
ICCROM's didactic laboratory at via Cavour 221, in the 1960s

medieval casket (the Anagni Casket) as a pilot project for possibly establishing a small training unit in Rome.¹⁰⁷ Torraca recalled the humble beginnings of the Rome Centre¹⁰⁸:

“In the via Cavour flat that was our office in Rome, Plenderleith had actually created a laboratory, a 3m² toilet turned into a photographic darkroom where he developed and printed his black and white photos. The equipment included a crowbar, because the special lock that had been fitted to protect the equipment had once locked him in. At the time it was supposed that all the scientific support for the Rome Centre would be provided by the Istituto Centrale del Restauro, just next door - an arrangement that worked well enough within the (then) limited scientific capability of the Istituto, as the relationship between the neighbours was always easy and friendly.”

Laura Sbordoni-Mora has also recalled when she and her husband Paolo started working with Torraca:

“Torraca is the first and only chemist with whom we worked willingly. Giorgio is a friend and has always stayed a friend. He is very youthful;

he rides the bike, plays tennis and travels with girls. ... He was a university professor and taught at San Pietro in Vincoli at the Faculty of Engineering. As he knew Brandi he had some interest in visiting the Institute nearby. He would come every day. He used to say: ‘I found myself at the Institute, and found a door through which I entered because I saw some important work. And there I met Paolo and Laura Mora’. He used to come every day. The dialogue Paolo and I used to have with him we never had with any other scientist. Because he used to ask us: why is this so? And Paolo would answer: yes Giorgio, but... at this point what’s the best thing to use? It was a dialogue on what a work of art was and what the best thing to use was.”¹⁰⁹

Reflection on the period 1960-1970

It was UNESCO and ICOM that laid the foundations for the development of the International Centre for the Study of the Preservation and Restoration of Cultural Property, the Rome Centre, but the start of its activities and the basis for its future depended on the contribution of human beings. These included the experts who were selected for the Provisional Council, and subsequently those who continued to guide the organization in the elected Council. However, the real onus of realizing the Centre and of clarifying its vision and mission depended on its staff. Plenderleith as first Director acted as an ambassador to make it known and to raise enthusiasm for its mission. But he was also a leading scientist who could offer wise advice to professionals.

Philippot as Deputy Director in this first period was a humanist and art historian. He was responsible for the development of ICCROM's policies and strategic programmes, based on a network of contacts with high-level thinkers and practitioners in the conservation field around the world. In this early period, the Centre could already establish institutional and professional links that were the basis for its future network. It also participated in an increasing number of international projects, including UNESCO's campaigns in Egypt, Florence and Venice, and was a key protagonist in the 1964 Venice meeting that produced the Venice Charter.

The Centre contributed to a critical assessment of the existing humanistic and scientific experience in the field of conservation, providing the platform for the enhancement and integration of this knowledge into technical cooperation, research and training programmes for which it has become known throughout the world. A short account of the organization's first ten years and the planned future developments was published in a small booklet:

*The First Decade: 1959-1969.*¹¹⁰ The opening chapter by Hiroshi Daifuku: ‘The Rome Centre - Ten Years After’ is included here as Annex 4.

More than a decade later, Plenderleith as Director Emeritus was invited to write an editorial for the *ICCROM Newsletter 9*, in which he described the principal issues that had marked his period as Director. He concluded:¹¹¹

“One recalls, in retrospect and with gratitude, the great host of those who befriended and guided ICCROM in its early struggles and gave us the necessary encouragement along the way. We owe them everything. As a well-established organization we now have responsibilities and possibilities for service as yet uncharted.

I am reminded of a statement made by Lindbergh in the course of a speech in Paris, I think, which might be emblazoned on the portals of San Michele. It ran thus: “I don’t think that there is anything more important than conservation unless it be survival and these are so closely related that it is hard to consider one without the other.

Anyone visiting ICCROM at San Michele today must be impressed by the spirit of dedication that prevails among staff and participants alike. This is inspired by the knowledge that they are working together in an international crusade for the benefit of mankind. After years of wars, dissensions and destruction, the nations are coming to realize the universal and increasing value of what remains and are increasingly interested in having it preserved in accordance with the highest standards of modern technology.

Asked by a casual London acquaintance the other day, ‘By the way, Plenderleith, is that thing of yours in Rome getting on all right?’, I replied with the masterly understatement, ‘Yes!’”

International Centre for Conservation (1971-1977)

International context

The 1970s was a crucial period for the further development of international collaboration, consolidating the activities of a number of international organizations, especially UNESCO, ICCROM, ICOM, and ICOMOS and the Council of Europe. Notably, this period saw the further development of international doctrine. The General Conference of UNESCO adopted two important conventions: the 1970 Convention on Illicit Traffic and the 1972 World Heritage Convention. In the latter Convention ICCROM, ICOMOS and IUCN were recognized as its three Advisory Bodies. The adoption of this Convention came shortly after the United Nations Conference on the Human Environment in Stockholm held in June 1972, the first major conference on international environmental politics which gave birth to UNEP, the United Nations Environment Programme.

The real impact of the World Heritage Convention was felt in the 1990s when a large enough number of States had ratified it and when the processes of inscription and management of properties on the List had been tested. In 1972 UNESCO also adopted an international recommendation concerning the protection of cultural and natural heritage on the national level and in 1976 two further recommendations, one concerning the international exchange of cultural property, the other on the safeguarding and contemporary role of historic areas.¹¹² This

latter recommendation was important for ICCROM which participated in its preparation. It introduced a more holistic approach to historic areas, taking into account the balance and specific nature of the parts, including human activities and the surroundings. The 1972 World Heritage Convention also established a link between cultural and natural heritage, of which the consequences started being felt more than two decades later. ICCROM was directly involved in these new conceptions. In fact, in many cases it had anticipated them by testing and developing methodologies in its international training programmes. These were now consolidated and gradually also ‘exported’ as a methodology to Member States.

The Council of Europe, CoE, continued to be active in the field of safeguarding cultural heritage, having adopted in 1969 the European Convention on the Protection of the Archaeological Heritage. Particularly important was the European Architectural Heritage Year in 1975 when CoE adopted the European Charter of the Architectural Heritage and the Amsterdam Declaration, a result of the Year’s concluding conference in October of that year. These documents introduced the concept of ‘integrated conservation’ of even modest built heritage as a capital of irreplaceable spiritual, cultural, social and economic value. They gave special attention to development of the legal and administrative framework, finances, techniques and the training of skills. Indeed, these charters anticipated the 1976 Recommendation by UNESCO already referred to.

In the 1970s, ICOMOS organized several conferences which adopted recommendations. The third General Assembly, at Budapest in 1972, adopted the Resolutions of the Symposium on the introduction of contemporary architecture into ancient groups of buildings, and the fourth General Assembly, at Rothenburg in 1975, adopted the Resolutions of the International Symposium on the Conservation of Smaller Historic Towns. These resolutions contributed to broadening and specifying the definitions of the 1964 Venice Charter.

In the museum field, ICOM was an important generator of activities. The triennial General Conferences of ICOM debated up-to-date themes:

- In Paris and Grenoble in 1971: museum in the service of man, today and tomorrow - the museum's educational and cultural role;
- In Copenhagen in 1974: museum and the modern world;
- In Moscow 1977: museums and cultural exchanges.

ICCROM continued to collaborate especially with the ICOM Conservation Committee for which it acted as Secretariat with Philippot taking on the role of Secretary-General.

As a result of all these developments in international doctrine, there was a major change in the definition of heritage and consequently in management processes. This was already reflected in terminology. Instead of 'cultural property', it became increasingly common to use the term 'cultural heritage', indicating that the issues concerned not only material culture but also associated human activities. The new thinking anticipated the notion of cultural landscape that was to be formally introduced by both UNESCO and Council of Europe in the 1990s.

International Centre for Conservation (1971-1977): the directorship of Paul Philippot

Administration Personnel

In April 1971 the General Assembly confirmed Paul Philippot as Director of the Centre. At the proposal of the new Director, the newly elected Council nominated Giorgio Torraca as Assistant Director of the Centre. Elizabeth Haswell Ambrosi (UK) was employed as bilingual typist (later becoming secretary to the Director) from 1 March 1970. As from 1

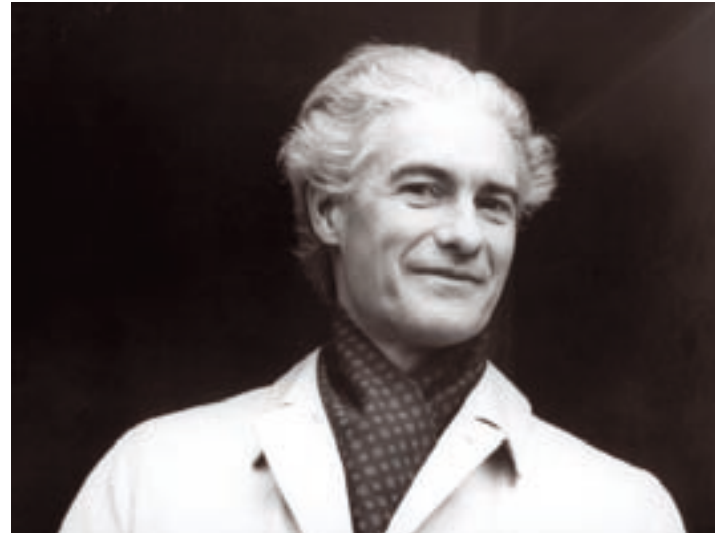


FIGURE 4-1
Paul Philippot, second Director of ICCROM (1971-1977)

January 1973, Jukka Jokilehto (Finland), previously an assistant to the Architectural Course in 1972, was engaged as architect responsible for the preparation and organization of the Course of Specialization in the Conservation of Historic Monuments and Sites, and Marie-Christine Uginet (France) was engaged as full-time documentation officer (having worked part-time during 1972). With the retirement of Amendola at the end of 1973, Uginet was nominated Librarian as from 1 January 1974. From 12 February 1976, the restorer Paul Schwartzbaum (USA) was employed as Coordinator of the Course on the Conservation of Mural Paintings.

In 1973 Giulio Catena, who had been responsible for the administration, resigned in his capacity as a civil servant but was re-engaged by the Centre on a provisional basis until, from 1 September 1975, Paolo Pegazzano (Italy) was employed as the new Administrator. This allowed a reorganization of the Centre's administration, including a complete inventory of its assets, a comprehensive system of insurance, the establishment of an internal accounting system, rationalization of the procedure for purchasing equipment, and the installation of a telephone system with central switchboard. Following the decision of the Council, the firm Price Waterhouse was instructed to report on the Centre's position with regard to relevant fiscal and social legislation and to audit the accounts (1975 onwards).

Architect Bernard M. Feilden was employed as consultant for the Architectural Conservation Course for the years 1975 to 1977. Paolo Mora continued in his capacity as long-term consultant to the Course on the Conservation of Mural Paintings and related

problems while Jacques-Louis Rollet-Andriane also continued as consultant for the Centre's relations with the Italian Government.

Member States and the Council

In 1971 the Centre had 53 Member States, and by 1978 the number had grown to 63. The USA joined the Centre in 1971, Australia in 1975, and Canada in 1978. These adhesions led to an increased budget such that in 1978 the total contributions of Member States had risen to US \$1 056 888. In May 1971, when Paul Philippot was elected Director of the Centre, the Chairman of the Council was Arthur van Schendel (The Netherlands), who had also been one of the first fellows of IIC from 1950.¹¹³ Philippot has recalled the character of some of the Council members:

“Arthur van Schendel was Director-General of Rijksmuseum in Amsterdam, and had been involved in the problems of ICCROM even before the creation of the Centre. In the context of ICOM, he had been interested in

conservation; he was a friend of Coremans, had lived a large part of his youth in Italy; he spoke Italian fluently, having lived in Toscana, he knew Brandi, a really international personality and with an important responsibility in the field of museums. He was the one who later established the conservation institutes in Holland on the model of Brussels. Van Schendel was an extremely useful person at the beginning of the Council, especially due to his capacity to mediate and his juridical spirit. Smoking his pipe, he solved all the problems with great calm, and without ever being agitated.

Johannes Taubert, an old friend of mine, directed the restoration atelier of Munich in Bavaria, Bayerische Landesamt für Denkmalpflege. When I went to meet him and Gertrude Tripp in Vienna or Munich, the two explained all their current problems. Listening to them, I could practically have a picture of the problems in Mittel Europa. It was extremely useful; they did not come just to obtain something, but to participate and to contribute by presenting their own problems. They knew that the perspective of ICCROM could provide them with another dimension thanks to a certain philosophy and a certain policy.

Vasile Dragut had a similar approach with that of Tripp and Taubert. He introduced his country to us, and organized seminars with our assistance, which was a very difficult task in Ceausescu's Romania. He succeeded in doing so and was the only person who, during his long period in the ICCROM Council, made questions in the field of humanities. All the others made administrative questions.

Om Prakash Agrawal was another type of person; he was from the Museum of New Delhi working in the laboratory where he became the director. He had a great sense of organization. I would even say that Agrawal was an Indian Coremans. When I was nominated Director he made a proposal that I will never forget, which was to invite me to visit India and its neighbouring countries. He would have organized all and would have accompanied me. We thus travelled together day and night for six weeks. It was a magnificent trip for understanding the problems of the region. We were in various parts of India, in Ceylon, Malaysia, Indonesia, Thailand, and Nepal. It was an important trip to be able to see and to speak; he already had friends and acquaintances in the region. Therefore it was a perfect introduction to the problems and to the people of these countries.”¹¹⁴



FIGURE 4-2
ICCROM General Assembly in 1971. Soprintendente Riccardo Pacini, Paul Philippot, Steen Bjarnhof (Denmark) and Svetislav Vučenović (Yugoslavia)



FIGURE 4-3
The location of ICCROM at via de San Michele 13 from 1972

The adhesion of the United States of America became a real watershed in the programme of the Centre. It was very much to the credit of Plenderleith with the help of IIC which was well represented by its members in the USA. The US authorities agreed to second the architect W. Brown Morton III to the Centre for three years. At the suggestion of architect Charles E. Peterson, the founding father of historic preservation in USA, Brown Morton, representing the Centre together with Gaël de Guichen (who had been engaged by the Centre as course and laboratory assistant from 1 August 1970) led a study tour in Europe for a group of young American architects. They visited recent and past restorations in various European countries, which led to many new contacts in the field of cultural heritage. On his return to the USA Morton had further influence there through being involved in the preparation of the first version of *The Secretary of the Interior's Standards for the Treatment of Historic Properties*, published in 1978. This fundamental document for US preservation policies was ultimately based on the principles of the Venice Charter, though with some differences deriving from the cultural requirements of the country.¹¹⁵

Premises

In the 1960s the Italian Government had proposed that the Centre should be allocated space in the principal section of the complex of San Michele in the Trastevere district of Rome. The studio of the renowned engineer Pier Luigi Nervi prepared a draft project but the area in question was later occupied by the General Direction of Cultural Heritage of

Italy. The Centre was then assigned space in the so-called Spinsters' Courtyard of the same complex, and the participants of the Architectural Conservation Course, guided by W. Brown Morton III, carried out measured drawings and exercises analysing the structures and building surfaces. But this area was then assigned to the Italian Institute on Inventory and Documentation of Cultural Heritage. The third option for the Centre lay in the northern courtyard, at the address via di San Michele 13, for which the architect Jokilehto prepared a general project scheme which was agreed to by the Italian Government. This would have included proper training spaces, studios, workshops, and laboratories, as well as office space, conference facilities, library and archive. It included space for receptions and a residential apartment for the Director of the Centre. This option became the chosen headquarters for the Centre for years to come. Initially, the space was limited to two floors, with about 440 m² per floor.

The move to this new location started in January 1972 with the Architectural Conservation Course, followed by the Mural Paintings Course, the Laboratory, and the Library. The premises in via Cavour 221 were vacated during 1972, while the Director's office and the administration remained in via Cavour 256 until the following year, when these also were moved to San Michele. In September 1975 the Centre also took possession of the premises on the ground floor and the mezzanine of the west wing of the northern courtyard. This provided for a new lecture room, accommodating ca 80 persons, and equipment for simultaneous translation. The addition of the lecture room allowed the Architectural Conservation Course to be split in two: the courses run for the University of Rome (Course A), and the international course of the Centre (Course B). The entrance area with the mezzanine (ca. 400 m²) was used for a temporary training exhibition on Security, Light and Climate in Museums. The restoration of the north wing along via del Porto, when completed in 1976, provided additional space which was used partly for offices and partly for a canteen for staff and student use.

In 1977 the Superintendent's Office in Rome authorized rehabilitation works in the south wing. Here the structure was in poor condition; the structural walls were weak and the wooden beams were rotten. In March 1977, the participants of the Mural Paintings Conservation Course during an exercise on the preparation of wall paintings at ground level noticed that their newly painted pictures started showing fresh cracks. Bernard Feilden, then visiting the Centre, carried out a brief inspection; the Superintendent's Office was informed, and all valuable objects and vehicles were removed from



FIGURE 4-4
ICCROM's Library on the 3rd floor of via di San Michele 13. Staff from left: Margaret Ohanessian, Francesco Tomasi, Marie-Christine Uginet (Librarian) and Gianna Paganelli

the building. The Superintendent ordered the construction of shoring to secure the window and door openings. At 4 PM the workers went home and around 2 AM the next morning, a length of some 12m of the south wing collapsed. It was 1 April 1977. Philippot, who was busy with administrative problems, noted dryly: "This was the only thing missing!" The collapsed wall brought down the wooden beams which, however, were fortunately so rotten that they broke and did not bring down more of the building. Subsequently, the collapsed part was duly reconstructed. In later years, the Centre was able to extend its premises to all floors of the western wing and, some 20 years later, even to occupy the ground floor of the south wing, installing there a well-equipped didactic laboratory.

Development of policies Policies of the Centre, December 1971

When UNESCO first created the Centre, it had been informally called 'The Rome Centre'. With the increase of activities, this title caused some confusion. Philippot, after his appointment as Director, therefore proposed to the Council a new short form of its full official title: 'International Centre for Conservation' in order to reflect better the international character of the organization and to give a hint of its scope of activity.

Throughout the 1960s, the policies of the Rome Centre had been gradually consolidated. In 1967 the strategic document presented to the General Assembly entitled *Project for the Long-term Development of the Centre's Activities Should its Income be Increased*¹¹⁶ had given priority to training, specifying the costs, space, equipment and personnel required if it was to properly respond to needs. Other issues concerned documentation and the organization of specialist missions. The report gave the reasons for these priorities:

"An examination of the present worldwide situation on the basis of information collected by the Centre's secretariat since its foundation in 1959 has shown that the most urgent need in every country is without doubt the need for the training of specialists in all types of restoration work. It would, moreover, be of great value if specialists could be quickly sent to places where their help is needed. Furthermore, the Centre's documentation which forms the basis of its information, should be systematically developed."¹¹⁷



FIGURE 4-5
Collapse of part of the San Michele building, 1 April 1977

In 1969 the Centre produced a more general document entitled *Policy for the Activities of the Centre*,¹¹⁸ which was structured according to the statutory functions of the organization.

In April 1972 Philippot proposed a revised version of the *Policy of the Centre*¹¹⁹ for the Council to discuss. This document was articulated in the following chapters, which roughly represented the activities of the Centre:

1. Documentation
2. Publications
3. Information
4. Training
5. Research
6. Specialized assistance
7. Regional activity
8. Cooperation with other international organizations
9. Theory of restoration

In terms of publications, the Centre adopted two approaches; one was to publish and diffuse original texts in specialized fields of knowledge and the other was to prepare short, synthetic texts for course participants.

In terms of information, the document drew attention to the lack of continuity of contacts with Member States, given that delegates met only once every two years. It was proposed to nominate corresponding members with whom to correspond between sessions.

In terms of training, since the number of experts capable of teaching was limited, the Centre saw it as its responsibility to treat the teaching of potential teachers as a priority. Philippot called it 'the snow-ball effect'. It was already clear that the Centre's training was reaching results through former students who advanced in their career and also held positions in the field of education. It was also considered essential that the elements of conservation be given in the courses organized outside Italy. The international courses at the Centre were demanding, and in order to get satisfactory results it was necessary to have a *numerus clausus* (limited number of students).

In terms of research, the policy document stated: "The Centre does not carry out research directly, but it stimulates and encourages it through a policy of co-ordinating initiative and by supporting meetings of experts and working groups (engaging, temporary assistants for research projects, coordination of international research groups, etc.)."¹²⁰ Consequently, it was crucial to continue developing co-operation with research centres at the national level, as well as com-

municating with other international organizations. This could be done through networks of specialists such as members of ICOM, ICOMOS and IIC.

The policy document placed a new emphasis on regional activity:¹²¹ "Since the nature of subjects, the cultural, social, economic and administrative conditions, staff and equipment facilities, climatic factors of deterioration vary in a considerable way from one region to another, an effective action of safeguard should take into account all the problems characterizing each region. The first phase of the work is direct knowledge of the situation in different regions. Up to now, it has only been realized through travelling done by the scientific personnel. The organization of Regional Seminars, which will probably be repeated with a certain regularity, should allow the following: Systematic information on the problems of the various countries of a region. Regular contacts between regional specialists, as they have been existing for a long time in Europe and North America. The information from these specialists on the most interesting problems and on the possibilities of international organizations."

Finally, it stressed the long-term elaboration of conservation theory and its diffusion:¹²² "The fundamental principles of a modern conception of restoration based on respect towards the historical and aesthetical authenticity of a monument, and on the most recent methods of approach, were theoretically established by reliable authors and, on a more practical plan, by the Chart of Venice of 1964. The whole action of the Centre is based on these principles. However, it should be recognized that the modes of application to the different fields of universal cultural property still need special elaboration. The Centre wishes to operate at this level, under the form of publications (especially in the field of mural paintings and polychrome sculptures) or by stimulating the exchange of points of view during meetings."

Scheme for future developments (1975-1985/90)

The eighth session of the General Assembly in April 1975 was presented with a new *Scheme for Future Developments over the Next Ten to Fifteen Years*.¹²³ Since the space that the Centre would have at its disposal would necessarily be limited, it had to define clearly the general policy of the organization and its long-term needs. This could only be based on an analysis of the actual state of conservation throughout the world and the needs of the Member States, as well as on the experience already acquired by the Centre. Conservation of cultural property

had become a specific discipline “which can only be validly carried out by adequately trained specialists both from the cultural or critical point of view, and from the scientific and technical point of view.” At the same time the notion of heritage had broadened. In spite of progress made in training, the inadequacy of valid means was still vast. Moreover, considering that cultural property was drawn into the consumer circuit through exhibitions and tourism, it was subject to deterioration due to increased pollution and much greater usage than in the past. The document concluded that to this quantitative aspect of the problem there could be no quantitative solution. It was the human resources that were lacking rather than financial ones.

The mission of the Centre should be a long-term one, and it would require the establishment of a process to accelerate the setting up of modern conservation services in member countries. “Thus the fundamental action would be to promote and spread the modern methodology of conservation as conceived by the most experienced specialists. An action which is, therefore, more qualitative than quantitative, but which must be carried out in such a way as to ensure, by a ‘snow-ball effect’, the greatest long-term influence.” The Centre was particularly suited to such action since it was “the only intergovernmental scientific organization where specialists from different disciplines are permanently collaborating towards one end.”¹²⁴

As Philippot has often stated, conservation of cultural heritage is, first of all, a cultural problem. The notion of a ‘theory of restoration’ meant to Philippot a modern form of thinking, a form of culture. It was not so much the rules or principles that should guide the conservator or preservationist. Rather, it was a question of cultural approach and of methodology guided by the recognition of the significance and values of the heritage resource. Each cultural heritage resource had its cultural and historical specificity. Therefore, restoration could not be based on recipes, but rather on the recognition and understanding of what is the heritage and what is involved when it is understood within its context. Philippot argued that, for all its diversity, there could only be one theory of conservation, and that theory could only be based on interdisciplinary collaboration.

Activities

Library and documentation

The Library of the Centre continued growing during the 1970s under the direction of Marie-Christine Uginet. By 1976, the number of volumes had grown to 8 500. There were 50 annual subscriptions for

periodicals and 20 magazines were received as gifts every year. The list of acquisitions was sent for information to a number of institutions around the world. The Library furthermore had technical correspondence with various institutes and research workers, responding to requests for bibliographical information and sending photocopies of articles and reports.

The first edition of the *International Card Index on Training in Conservation of Cultural Property* was ready for distribution in May 1975, and was sent to several museums, training institutes and organizations such as ICOM, ICOMOS, UNESCO and IIC, from which enquiries on this subject had been often received. The Index included sheets that briefly described programmes in the field of paper, textiles, paintings, objects and architecture conservation. Training was also the topic of the joint Centre-UNESCO Meeting of Experts in the Field of Training of Museum Specialists and Specialists in the Preservation of Cultural Property, which took place in Rome in April 1976. This allowed a further updating of the Card Index, carried out by Cynthia Rockwell and Elisabeth Ambrosi. The Centre prepared a catalogue for the exhibition on Museum Conservation in Lighting and collected information and didactic materials for conservation services in Member States.

In April 1976 a member of the Council, Paul Perrot (USA), asked about the system being used for filing documentation, suggesting that it should be in accordance with international standards and suitable for computer entry. The Director informed the Council that the Librarian was already in contact with Hans Foramitti (Austria) who was considered the best qualified person on the subject. The thesaurus worked out by Foramitti covered 20 000 keywords. Luis Monreal (ICOM) informed the Council that ICOM and UNESCO desired to standardize their documentation systems, and it would be desirable to take this into account in the Centre’s policy.¹²⁵ The outcome was eventually a complete system of computerized indexing of the library resources. In an interview in June 2002 Marie-Christine Uginet recalls these beginnings of computerization of the library’s holdings:

“Around 1976 or 1977 Torraca said that we had to start using computers. At the time we contacted IBM to start the computer catalogue. They made a great programme. The programmer was called Borghese. So we asked: what do we do with the back issues? And it was said: we take a few people to help, because Torraca wanted to include in the catalogue a small abstract in

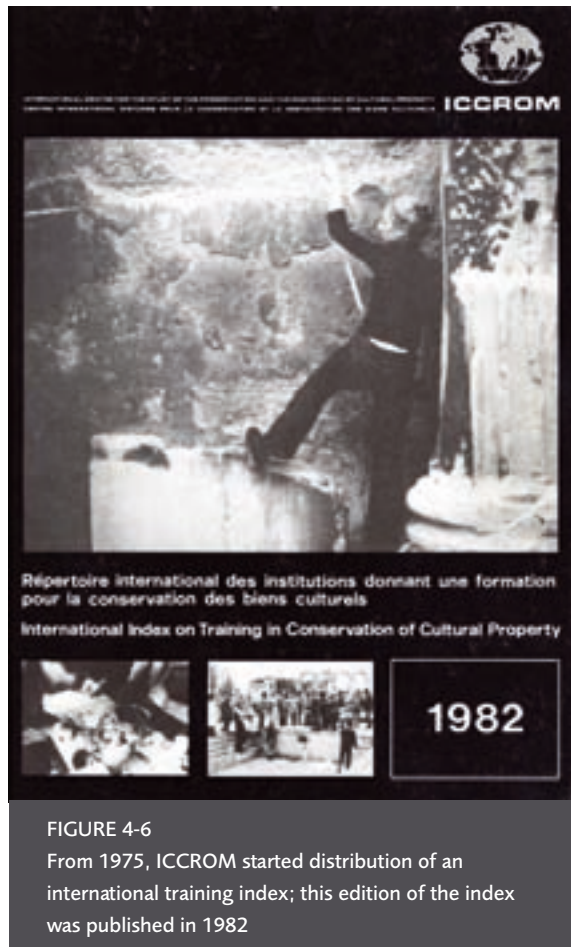


FIGURE 4-6
From 1975, ICCROM started distribution of an international training index; this edition of the index was published in 1982

English. So, that's how it started. There was a budget for this project. Parallel to the new things that came in and were catalogued, it was also decided to do the back issues – seen as there was enough money. It was a very heavy going task. There were twenty years of back issues, but now we've done 95-98%. In fact it's not exactly complete. I thought that when I will be in retirement I could propose to verify the catalogue.”

This was the start of a major improvement in the library's services which coincided with the introduction of computer access to its records.

Research Science and techniques of conservation

The Centre continued to assume the role of Secretariat for the ICOM Conservation Committee, and both Philippot and de Guichen attended its meetings. The Committee conducted studies of the conservation of waterlogged wood, the conservation of ethnographic material and in Venice studies of atmospheric

pollutants and their effects on stone. The Centre also acted as the secretariat for the newly established ICOM-ICOMOS-CENTRE Committee for Stone Conservation, chaired by R. Sneyers. It formed the following working groups:

- Biology (coordinated by J. Pochon, *Institut Pasteur*)
- Humidity and heat (B.H. Vos, TNO Delft)
- Mechanical properties (M. Mamillan, Paris, CEBTP, RILEM)
- Stone treatment (L. Marchesini, Padua University, *Centro per la Conservazione delle Sculture all'Aperto*, Bologna)
- Petrography (J. Parent, Brussels University)
- Chemistry (M. Kranz, Poznan University)
- Climatology (R.E. Lacy, Building Research Station, Garston, UK)
- Architecture (R. Lemaire, Louvain University)
- Artificial weathering tests (G. Torraca in collaboration with Mamillan)

The Centre launched in 1968 a project for testing preservation techniques for mudbrick structures and this continued during the 1970s, in co-operation with IRPA and the Institute of Archaeology of the University of Turin.¹²⁶ Laboratory testing took place in Brussels and field tests in Iraq in collaboration with the local Department of Antiquities. The first phase was concluded in 1972 at the time of the First International Conference on the Conservation of Mud Brick Monuments, held in Yazd, Iran, in which the Centre actively collaborated.¹²⁶ The project continued in collaboration with the ICOMOS Committee for the Conservation of Mud Brick Monuments, coordinated by G. Gullini (University of Turin).¹²⁸

The Centre's role participating in international research projects and in organizing expert meetings continued to increase over the years. In 1975-1976 it helped organize meetings on the structural conservation of canvas paintings (Greenwich, September 1975) and on the training of conservation specialists (Rome, April 1976). In addition to the activities in mudbrick and stone conservation, it addressed topics such as humidity in buildings, UV Monitoring for use in museums, environmental education, and conservation of polychrome sculpture (especially co-operating with the ICOM Committee for Conservation (ICOM-CC)). Over the years, ICCROM has had a special collaboration with this Committee, the largest of ICOM's International Committees. According to the information provided by ICOM-CC, it provides a framework within which conservation specialists

can meet and work on an interdisciplinary level. It now has some 22 Working Groups which bring together expertise on such subjects as the scientific investigation of objects of significance to cultural and natural history; optimizing solutions to conservation problems; developing standard techniques and manuals; planning disaster management and preventive conservation.¹²⁹

Conservation theory

The international conference on historic preservation organized in Williamsburg (10-16 September 1972) became an important landmark for American thinking in restoration.¹³⁰ Plenderleith started his keynote paper¹³¹ by observing: “The experimental nature of the present meeting is perhaps its most outstanding feature, for this is the first time that architectural preservationists have been confronted (in the best sense of the term) by museum conservators. The two groups have many interests in common: Both are concerned with materials, their characteristics and permanence, and both are interested in the environment.” Regarding these two groups of specialists, conservators and preservationists (to use the American terms), Plenderleith recalled his arrival at the Rome Centre, noting: “At the Rome Centre (as it came to be called), I found that there were not two separate worlds of conservation and preservation, however convenient this might be for purposes of classification. There is only one world. Conservators and preservationists are all under one umbrella, so to

speak.” He hoped that a formal confrontation with the two groups of specialists could prove profitable. “We conservators know that we have a great deal to learn from preservationists, much of which will be of value in helping us to work together. We hope that we will be able to offer preservationists something in return that will be equally stimulating.”

The 1972 Williamsburg conference was not only an American conference but an international landmark meeting of specialists representing the different fields, grouped under the following subheadings: a) occupations and organizations, b) materials and techniques, c) standards and education. The participants included the foremost experts in the USA and in the network of the International Centre for Conservation, many of whom were already or soon became close collaborators with the Centre, such as Robert M. Organ, Albert France-Lanord and Donald W. Insall, or who were active in training institutions, such as James Marston Fitch, and in other international organizations such as ICOMOS (Raymond Lemaire and Ernest Allen Connally). Two papers were given regarding philosophy and criteria of historic preservation, one by George McCue, the other by Paul Philippot. McCue¹³² gave case studies in the USA, speaking about preservation as a ‘people process’, e.g. noting the ‘Williamsburg-Disneyland Syndrome’ in ‘historic districts’. In his comments on McCue’s paper, Insall says that he found himself “magnetized by his unspecified, but quite clear question: What does one do when experts disagree?”¹³⁴ Regarding Philippot’s paper,¹³³ William J. Murtagh noted that the question that emerged was: “What qualities and values must be considered when one is evaluating the linkages of buildings in an area (or what is in the United States called a historic district)?”¹³⁵ Philippot’s Williamsburg paper was a synthesis of lectures he gave at the Rome Centre, presented in a systematic manner. It is a fundamental paper that touches on all the issues related to recent advances in ‘restoration culture’. His basic reference remained Cesare Brandi whose writings on the theory of restoration had been collected into a publication in 1963,¹³⁶ but Philippot was able to analyse this not-so-readily accessible thought and present it with concrete examples to the different disciplines, including art historians, architects and archaeologists. In a nutshell, the essential basis of Philippot’s thought was:

“One should think that the issue that unifies the participants in a training programme as well as in a restoration is the object itself. Taking each problem in reference to the object, as a whole, one has always all the dimensions of restoration.



FIGURE 4-7
H.J. Plenderleith examining the state of conservation of the bronze horses at St. Mark’s in Venice

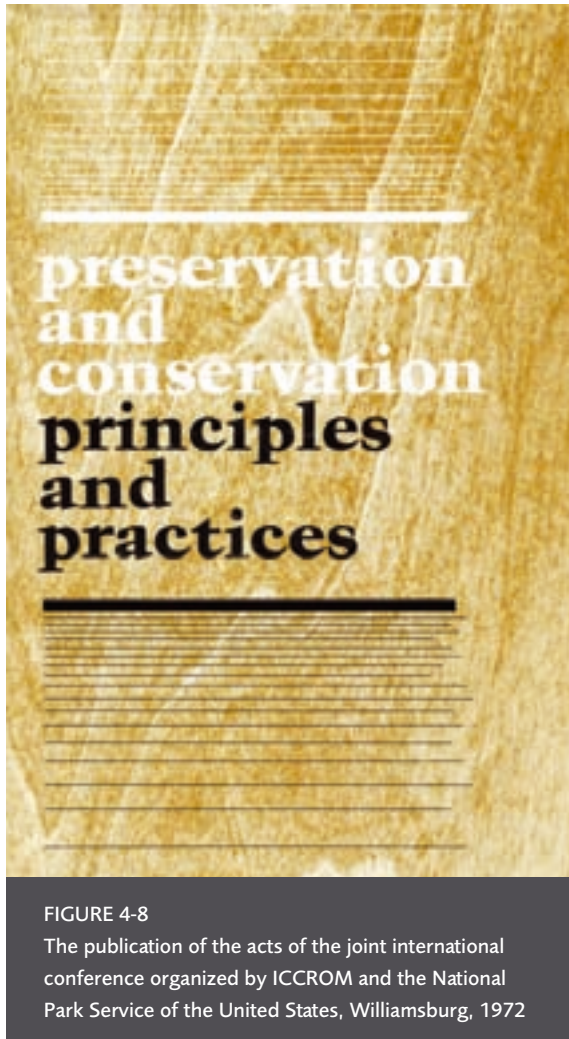


FIGURE 4-8
The publication of the acts of the joint international conference organized by ICCROM and the National Park Service of the United States, Williamsburg, 1972

Everything will thus necessarily be seen in this context. First one should start by defining the object, and then continue defining the necessary care for the object. One thus returns to Brandi's theory: the recognition of the work of art in its physical consistency and in its twofold historical and aesthetic polarity, in view of its conservation for the future. This should be the philosophy of the course, and it should always be the nucleus of all work. Considering the theory of restoration only as an introduction is a purely geometrical way of thinking, taking that there are theorems and that these are followed by the consequences.

But, it does not work like that; everything should always be referred to the object. The object was there at the beginning, and the object is there at the end. Following from what you know or learn, you pose certain queries, and the object responds. And so it continues. If one does not take good care of the object, he is not

a restorer, even though he may be an excellent scientist or a clever art historian. According to the concept of Brandi, you should introduce restoration at the moment of the perception of the work of art. Every time when you recognize a work of art, you already do restoration. You re-establish the work in its reality, even if you do not interfere. This operation can be quite difficult depending on what has occurred to the work as an object. It is therefore necessary to clarify the situation. When a work has been repainted, one should decide if the additional layers should be removed or not, i.e., what is their significance. Therefore, one is already in the restoration."¹³⁷

While Plenderleith, and with him Giorgio Torraca, had created the scientific foundations of the Rome Centre, Philippot was responsible for the policies and especially for the philosophy and theory that underlay the policies. Under the umbrella of the Centre, these two approaches were integrated. From the start, as has been noted already, it was Philippot who wrote the policy reports to the Council and the General Assembly, and it was he who provided the Centre's principal contribution to theory in training programmes. However, this was done in full understanding of the scientists and other disciplines. His teaching was complemented by that of Italian colleagues, above all De Angelis d'Ossat, Carlo Ceschi and Piero Gazzola.

The 1970s became a key period in the development of conservation policies and expansion of the notion of 'heritage' from monuments to historic urban areas and even the ecological context. The Centre attended the events of the European Architectural Heritage Year in 1975, and it was involved (through the Italian architect Luciano Pontuale) in the preparation of the *Recommendation Concerning the Safeguarding and Contemporary Role of Historic Areas*, adopted by UNESCO in 1976.

In 1976 the Centre in its role as Advisory Body to the World Heritage Convention was invited by UNESCO to discuss the concept of outstanding universal value (OUV). The informal gathering took place in Morges (France), and the discussion focused particularly on the definition of 'universal'. This could be interpreted as "meaning that a property submitted for inclusion in the WHL should represent or symbolize a set of ideas or values which are universally recognized as important, or as having influenced the evolution of mankind as a whole at one time or another." Torraca represented the Centre at the meeting and presented a paper written by Philippot on the concept of OUV, in which he claimed

that this “cannot be justified except when referred to specialized scientific literature on the subject, which is considered the most up-to-date expression of the universal consciousness on the issue.”¹³⁸ The paper stressed that artistic value should be referred to an original or unique creation of exceptional quality, universally recognized by competent specialists in the field concerned. Secondly, the paper highlighted historic value as a testimony of the uniqueness of the document, the influence exercised in time and

space, and its importance to the comprehension of the advance of related historic events. Thirdly, the paper noted the need to recognize a property for the ‘typological value’ in order “to guarantee that the characteristic works of a certain tradition, menaced by disappearance due to development of modern life, could be saved and conserved in the form of typical examples, representative of a culture that risks disappearance, as well as in cases where these types of works do not represent the unique character qualifying works recognized universal from the artistic or historic point of view.”¹³⁹

The ICCROM training programmes and particularly the International Architectural Conservation Course (ARC) followed closely these developments. The ARC courses not only included lectures by the chief protagonists in different countries, but also hands-on case studies, in places such as Capua, Bologna, Ferrara, Tivoli, and Rome itself. Similarly, the participants of the Mural Paintings Course applied the methodologies that were developed on concrete cases in Rome and Sermoneta. The Centre established links with other training centres such as the Institute of Advanced Architectural Studies at York (IoAAS), with which it signed a special agreement for the exchange of expertise. The Centre invited British specialists to teach at the Centre, including Derek Linstrum, Bernard M. Feilden, Patrick Faulkner and Roy Gilyard-Beer while Jokilehto, as the co-ordinator of the ARC Programme at the Centre, was regularly invited to lecture at York.

In the same period Paul Schwartzbaum, responsible for the Mural Paintings Conservation Course, established close collaboration with Asian countries, particularly Thailand where the Centre had had a long involvement.¹⁴⁰ He also led the project for restoration of the mural paintings in the Al Aqsa Mosque in Jerusalem, for which ICCROM was to receive the Aga Khan Award in 1986. Meanwhile Gaël de Guichen was applying conservation theory to the conservation of movable heritage and museum collections.¹⁴¹ The great merit of the Centre’s training programmes was that they introduced conservation theory to various realities in the world.

Publications

The Centre contributed to a number of low-cost publications in the collection of Technical Notes written by the teaching faculty of its training programmes. In 1971-73, these included topics such as: *Humidity in Monuments* (G. Massari), *Study of Monuments* (G. De Angelis d’Ossat), *Pathology and Restoration of Stone Constructions* (M. Mamillan), *Deterioration and Conservation of Porous Building Materials in Monuments*



FIGURE 4-9
Old Cairo, one of the first World Heritage Sites to be inscribed on the List, in 1979



FIGURE 4-10
Conservation of paintings in the Al Aqsa mosque, Jerusalem, 1984; Paul Schwartzbaum (left) and Isam Awad engineer in charge, Al Aqsa Mosque (right) were responsible for the project



FIGURE 4-11
Conservation of paintings in the Al Aqsa mosque, Jerusalem

(T. Stambolov and J.R.J. van Asperen de Boer), as well as *Emergency and Safety Measures for the Protection of Cultural Property* (H. Foramitti), *Establishment of a Service for Architectural Photogrammetry* (M. Carbonnell), *Causes of Alteration of Mural Paintings* (P. Mora) and *Solubility and Solvents for Conservation Problems* (G. Torraca).¹⁴² Other authors included Piero Gazzola (on conservation policies), Hans Foramitti and Giorgio Boaga (photogrammetry), François Sorlin (safeguarding the built heritage) and Edgar Schultze (structural consolidation).

Published in collaboration with ICOM was a more extensive publication by G. Massari: *Bâtiments Humides et Insalubres* (a translation from the Italian published by Eyrolles in Paris, 1971). Eyrolles also published a book by Bruno Mühlethaler and other specialists entitled *Conservation of Waterlogged Wood and Wet Leather*, and one by D.M. Flyate on *Causes of Deterioration of Written and Printed Documents* (translated from Russian). Other publications included conference papers, such as the important *Proceedings of the Regional Seminar in Williamsburg and Philadelphia* (1972) and *Proceedings of the Regional Seminar on Conservation in Latin America, Mexico* (1973). From 1973 the Centre also started publishing an annual *Newsletter-Chronique* in English and French.

Training: regular annual courses in Rome

The training programmes established in the 1960s (on Architectural Conservation and the Conservation of Mural Paintings) continued and were further developed through this period. The Centre added two new courses, one on Fundamental Principles of Conservation and the other on Preventive Conservation in Museums, both of which became part of the regular programme of the Centre. In 1975 and 1976, it also organized an Italian Regional Course on the Fundamental Principles of Conservation, and in the latter year the first international Course on Stone Conservation in Venice.

Scholarships for the Centre's course participants came from different sources, including UNESCO, the Italian Government, the French Government, the Belgian Government, and the JDR 3rd Fund. Besides the regular courses, the Centre continued assisting groups of students and professionals by organizing programmes of study tours. Similarly, on request, the Centre assisted individuals, particularly UNESCO scholarships holders, to organization their own studies either at the Centre itself or at other institutions or laboratories. The personnel of the Centre continued the tradition of lecturing in various international training courses. These included, for



FIGURE 4-12
Examples of ICCROM's classic early publications:
a) Massari; b) Schultze; c) Mora;
d) De Angelis; e) Torraca;
f) Stanley-Price

example, the University of York and the University of Zagreb in Split (Jokilehto), the Regional Centre for Conservation in the Arab States in Baghdad (de Guichen) and Columbia University in New York (Philipot).

Architectural conservation

The Course of Specialization in the Conservation of Monuments and Historical Sites continued under the direction of De Angelis d'Ossat.¹⁴³ In 1973 Italo Angle, who had been responsible for the general co-ordination of the Architectural Course, resigned from the Centre after being promoted to a new position at the Ministry of Education and Science and Jokilehto was employed as the course co-ordinator. The course programme integrated field projects involving practical analysis of historic buildings and areas with study trips in Italy and neighbouring countries. The object of the field study in 1971 was the historic centre of Capua, near Naples, and in 1972 the historic centre of Tivoli, near Rome. In both years groups of students attended additional training in Segovia (Spain) under the guidance of Alberto Garcia Gil, and other groups went for specialized training

in photogrammetry at the *Bundesdenkmalamt* in Vienna. In 1974 at the end of the course the students were invited to undertake an analysis of the historic town of Trogir in Yugoslavia, guided by Tomislav Marasovic, a former participant and assistant of the ARC course. From 1975 on, the field work was generally carried out on selected buildings or areas in the historic centre of Rome, including the complex of San Michele itself. One issue under discussion was the advantages of computerization for the conservation planning of historic urban areas.

In 1974-1976, the course structure was reviewed with the aim of better structuring the programme (review by Jokilehto in consultation with Bernard Feilden and Luciano Pontuale).¹⁴⁴ The increased number of students accepted by the University of Rome started to create problems of course organization and in 1975, in order to ensure that the fieldwork would be beneficial, the course was divided into three groups, English-, French- and Italian-speaking.

At its meeting in April 1976, the Council again raised the issue and the Director responded that the problem was serious. Feilden reported on the course structure to the Council: "According to him,

the Course is very well balanced. Conservation of monuments is an interdisciplinary activity where chemists, architects and art historians meet. It must be understood that practical solutions vary considerably from one country to another.”¹⁴⁵ The Council discussed the issue of the number of students with De Angelis d’Ossat, who suggested two options: one was to hold the course twice a year (first from September to February, and then

from February to June/July); the second option was to have an evening course for the Italian students, while the international students would attend the course during the day.¹⁴⁶ Finally, it was agreed to form a small committee to study the question. As a result, in agreement with the Faculty of Architecture of the University of Rome, it was decided to separate the Course into two parts, with both courses remaining under the general direction of



FIGURE 4-13
The small town of Trogir on the Dalmatian coast in the former Yugoslavia

FIGURE 4-14
ARC 1975 course exercises: preparing measured drawings of the Anglican church of Saint Paul’s within the Walls, Rome: Christine Lamoureux (Belgium), Mehr-Azar Soheil (Iran), and Cristina Dahlgren (Sweden)

FIGURE 4-15
ARC 1977 course exercise: recording the interior of the ancient church of S. Stefano Rotondo, Rome

FIGURE 4-16
Training in photogrammetry; Maurice Carbone (France) and Hans Foramitti (Austria) with ARC 1971 participants

De Angelis d'Ossat and the co-ordination of Jokilehto. The Centre continued hosting Course A organized by the University with Gaetano Miarelli-Mariani as consultant assisted by Giovanni Carbonara and Stefano Marani.¹⁴⁷ Course B was organized by the Centre and was henceforth called the Architectural Conservation Course.

Mural paintings

The Course on the Conservation of Mural Paintings continued in collaboration with the *Istituto Centrale del Restauro*, under the scientific direction of Paolo Mora and Laura Sbordoni-Mora, assisted by Antonella Merzagora. It was held in French in 1975 and in English in 1976. The lack of a course co-ordinator was rectified with the appointment of Paul Schwartzbaum (USA), painting restorer and biological scientist, from 1975. The course carried out practical work in selected palaces or churches in Rome and in the castle of Sermoneta near Latina, the property of the Caetani family. The castle itself was an attraction and became a vivid memory to all who attended the course. The participants of the Architectural Conservation Course were also introduced to Sermoneta, as were delegates to some of the General Assemblies.

In 1975 the course fieldwork was on the frescoes of Salvati and Zuccari in the *Salon des Fêtes Farnésiens* in Palazzo Farnese in Rome. The employment of Schwartzbaum and the publication of the book by Philippot and the Moras on the conservation of mural paintings allowed the structure of the course programme to be revised so as to allocate more time to seminars, and also to test the fundamental principles of mural painting conservation in their published form. A consultancy with Anika Skovran (conservator at the National Museum of Belgrade, Yugoslavia) led to further development of the technical documentation and to a new liaison between the Mural Paintings course and the Architectural Conservation Course.

Fundamental principles of conservation

When the Centre was created, it was understood that it was not to be another conservation research laboratory that competed with other major laboratories in the world. Rather, its task was to establish collaboration between these different centres in order to facilitate understanding between the disciplines and improve the quality of the conservation work, whether in the laboratory or in the field. With time, it became clear that there was a need for training in conservation science, which would require laboratory space and equipment.

Giorgio Torraca proposed that it was legitimate to have a didactic scientific laboratory. His idea was that if conservators, architects, historians and scientists active in conservation knew about the structure of materials and the problems of durability, they were less likely to cause damage to cultural property. While studying together, the various professions could develop a common language and interact more efficiently in their interdisciplinary



FIGURE 4-17
ARC 1975 course teachers: Giuseppe Zander, Paolo Mora and Edgar Schultze

FIGURE 4-18
ARC 1975 course: architect Eugenio Galdieri guiding a study tour to Palazzo Farnese, Caprarola, Italy



FIGURE 4-19
The town of Sermoneta with its Renaissance castle in the Province of Latina, south of Rome



FIGURE 4-20
Participants of the 1972 Mural Paintings Course in San Michele, Rome



FIGURE 4-21
The ICCROM Mural Paintings Course collaborated with the ICR to restore the wall paintings of the Palazzo Farnese in Rome

work. Indeed, it was said that in his lectures Torraca was able to make complicated science so clear that even an architect could understand it.

Initially, due to the lack of funds, any laboratory research had to be carried out with a substantial support from other, specialized laboratories. This had been the case with the research on mudbrick and on stone carried out earlier in the decade. But to what extent could ICCROM act on its own? Torraca recalled:

“But could ICCROM start and run a technological research programme of its own? With the approval of another proactive director (Feilden), we decided that we could, and by claiming that a research project in conservation techniques is a training opportunity (which undoubtedly it is) we were able to raise a work force by means of some modest training scholarships offered by the European Community. So, relying on the technical support of the Istituto Centrale del Restauro and the Faculty of Engineering of Rome University (that provided equipment for mechanical testing) we created two Research Training Units composed of conservators and architects from our courses that had the task to improve methods for filling gaps in the surface of monumental buildings and for injecting suitable fluid mortars (grouts) behind detached plasters and other superficial gaps.”¹⁴⁸

In concluding, Torraca noted that the limited budgets made it impossible for ICCROM to undertake in-depth research projects. But it could contribute to recognising the problems and detecting the topics to be researched. It therefore installed a didactic scientific laboratory.

Another related important contribution of Torraca was to work out the didactic format of the



FIGURE 4-22
SPC 1976 participants doing course work

new course that Plenderleith had proposed to call the Fundamental Principles of Conservation (later changed to Scientific Principles of Conservation). Torraca has written about training:¹⁴⁹

“Even if teaching could be provided by the supporting institutions or by individual international experts, the presence of a technical and scientific staff in the house was a positive factor for the courses. In first place, the home staff would teach free of charge (as would the Istituto del Restauro and Rome University staff). Second, the internal staff could improve the general quality of the courses by influencing the choice of the invited experts and assessing their performance.

One course (Scientific Principles of Conservation, or SPC) required a laboratory because it had been designed as a material science course in which, after an introduction about general science, weekly sessions would be devoted to single types of material (e.g. wood, metals, stone, paper and others). Each week, mornings would be devoted to lectures while the afternoons were to be given over to hands-on activity in the laboratory. The general idea behind the SPC course was that if conservators, architects, historians and scientists active in conservation

knew about the structure of materials and their durability problems they would be less likely to cause damage to the cultural property they dealt with in the future. Furthermore, by studying together, the various professions could slowly develop a common language and interact more efficiently in subsequent inter-disciplinary work.”

Philippot commented about this course in an interview (October 2001):

“We all agreed that a restorer needed training in science, physics, and so on. But when you mention this, you have not actually yet specified what subjects should be taught. It is here that one had to work, because it was necessary to identify in the whole field of science, if you should teach the basics, or if you should teach specific issues so that these could become useful for the restoration. The work of Giorgio consisted in the identification of precise areas of science, which could be more general, such as climatology, or rather more specialized, such as the theory of solvents, and to elaborate the information in a way that it could be understandable to anybody even without a scientific background. The scope of the Course of Conservation Science was to make the subject matter directly accessible to anybody who was involved in restoration. In this sense it was a revolution. It could be understood by an art historian and by a restorer, as well as being useful for a chemist at the same time. This course of Conservation Science has then had several offshoots. It could be adapted to different fields, taking into account one or the other subject, addressing the needs of an archivist or an archaeologist.”

The first course on the Fundamental Principles of Conservation took place (10 January to 5 April 1974) in experimental form with the participation as teachers of Albert France-Lanord, Bruno Mühlethaler, Marc Mamillan, Garry Thomson and Clelia Giacobini. There were nine participants from Egypt, Norway, Libya, Poland, Canada, Iran, Australia, USA and France. In the following year the course was further developed and attended by a multidisciplinary group of 13 restorers, chemists, archaeologists and conservators. In order to reduce the language communication problems in such a mixed group, the Centre prepared didactic slides and fiches on the subjects taught in the course, amounting eventually to ca. 2 500 cards in several languages.



FIGURE 4-23
Security, Climate Control, and Lighting in Museums; demonstration of the use of fire extinguishers, guided by Gaël de Guichen

Security, climate control and lighting in museums

The Course on Security, Climate Control, and Lighting in Museums was conceived as a refresher course to meet the essential needs for the responsible conservation of museum collections. It was conceived and co-ordinated by Gaël de Guichen, with the assistance of Pia Pierre (France) and financed through a special subvention from the French Government. They developed the programme of the course in collaboration with specialists, and did original research to prepare the required didactic material. Some of the didactic material formed part of a semi-permanent exhibition on the ground-floor of the Centre which was designed by Gaël de Guichen and Christopher Wheatley (Laboratory technician, 1978-1982).

The first two-week course took place at the Centre from 24 September to 7 October 1975, attended by 18 participants from 10 countries. In 1976, there were 17 participants from 14 countries. The participants were mid-career museum curators with an average age of 42. This refresher course became part of the Centre's regular annual programme in the month of September.

Stone conservation in Venice

As part of the international response to the floods that devastated the city of Venice in the 1960s and 1970s, UNESCO in collaboration with ICCROM decided

to establish an international training programme on stone conservation. The first course took place in the Abbazia della Misericordia in Venice under the auspices of UNESCO and in collaboration with the Italian authorities, including ICR (for eight weeks in October–November 1976, with 14 participants from 12 countries). It was repeated in 1978 and became a regular biennial course. The Venice in Peril Fund made available a work site in the Ducal Palace. Torraca coordinated the course with the assistance of Lorenzo Lazzarini and Giulia Musumeci-Hempel, taking advantage of the research in stone conservation being carried out within the framework of the UNESCO international campaign.

Training typology

With experience of the variety of activities that the International Centre for Conservation was undertaking, Philippot decided to propose a systematic analysis of the training needs for the different disciplines involved in the conservation of cultural properties. His list included: a) architects, engineers and town planners, b) historians, art historians and archaeologists, c) foremen on work sites, d) restorers and conservators, e) technicians in conservation, f) artisans, g) conservation scientists and laboratory technicians. He noted later¹⁵⁰:

“I prepared a systematic framework for teaching subjects, which was then published in the Newsletter of ICCROM. It was necessary because the courses included many subjects, all mixed up. My intention was to try to clarify the situation, showing the different levels, from strictly technical to the more advanced addressing people who need to be able to make decisions. For me, this second group is the more critical one. A real restorer should be a person with the capacity to assume the responsibility for a worksite, capable of making a diagnosis, lead the team, manage the work, and take decisions. When the project is important, such as the case of the mural paintings of Assisi, one naturally needs qualified workers, who are well equipped technically, and who understand what they are doing, following the decisions of the leader. I believe that this division is still a valid one. Naturally, teaching should correspond to two different levels.”

The proposed typology was also a further attempt to stress the methodological unity of the

different specializations within the conservation field. This included the unification of terminology as far as possible. Philippot summarized the common structure of curricula for training in any conservation field as follows:¹⁵¹

- Theory and history of restoration;
- History of art and culture in the field of specialization;
- History of technology in the field of specialization;
- Methods of examination of objects in the field in question from the aesthetical, archaeological, scientific and technical points of view;
- Knowledge of materials and causes of their deterioration;
- Documentation;
- Organization of conservation work.

These different topics would be taught according to the needs of each discipline. Therefore, some disciplines would have a more in-depth treatment in certain fields, while others would be given merely an introduction in the same. In practice, each specialist should be well-informed beyond his specific field of expertise, in order to be able to communicate with the others. Indeed, the aim was to introduce a common language of communication between the disciplines, thus making interdisciplinary collaboration possible in practice. Philippot concludes his article:¹⁵²

“Conservation work, the specific character of which we ‘have tried to outline here, is interdisciplinary in two ways: Firstly because each specialist in conservation is required to extend his information beyond the specific, traditional training field from which he came to conservation, whether he be architect, chemist, artisan or restorer in the traditional sense. Secondly, because the practice of conservation always requires some form of collaboration between various categories of specialists involved, each of whom concentrates on one particular part of the whole process. It is obvious, therefore, that the basic structure that is common to the training of all categories is also the condition for their fruitful collaboration and that this collaboration will be all the more efficient when each category is conscious of its own limitations and of its position in the general context of the work.”

The Centre did not formally adopt the proposed typology of training. However, it did provide a useful reference for use in the development of systematically organized training programmes applied to different types of heritage. For instance the Council of Europe consulted ICCROM when establishing the European Training Centre for Training Craftsmen in the Conservation of the Architectural Heritage, founded on the island of San Servolo in Venice in the 1970s. The experience accumulated over the years by the staff of the International Centre for Conservation was also the main resource in the development of training strategies in the World Heritage context.¹⁵³

Regional activities and technical co-operation

Regional activities developed in a variety of forms. One form was to co-operate in the organization of regional conferences. In 1972 there were two, one of them held in New Delhi in collaboration with the Central Laboratory of the National Museum and financed jointly by the Centre and the Government of India. It addressed the problems of conservation in the participating countries, i.e. Iran, Afghanistan, Japan, Malaysia, Indonesia, the Philippines, Australia and India. The main issues included the impact of climate on collections, conservation problems regarding metal and wooden objects, mural paintings, miniatures and archaeological monuments, laboratory analysis of organic materials, problems of climatology and training of specialists.

The other regional conference has already been described in relation to conservation theory, and was the one held in Williamsburg and



FIGURE 4-24

Kerbala was one of the places visited by the conservation courses organized at the UNESCO Regional Centre in Iraq



FIGURE 4-25
 ICCROM was consulted on the conservation of mural paintings of Piva Monastery, Montenegro, which was relocated due to dam construction

Philadelphia, sponsored by the Rome Centre and the Committee of the Advisory Council on Historic Preservation, and organized by the National Trust for Historic Preservation in the United States under the title Preservation and Conservation, Principles and Practices.

As a follow-up to previous seminars, the Regional Centre in Mexico organized a Regional Seminar on Conservation Problems in Latin America in 1973, inviting participants from Argentina, Brazil, Guatemala, Mexico, Peru and Venezuela, and talks by De Angelis d'Ossat, Taubert and Henry Hodges, in addition to Plenderleith and Philippot. Both these conferences became important references in the future development of conservation principles and practices in the countries concerned.

By 1976 there were six UNESCO Regional Centres: in Churubusco (Mexico), in Tokyo (Japan), in Baghdad (Iraq), in Jos (Nigeria), in New Delhi (India) and in Cuzco (Peru). The Council of the Centre considered it desirable that regular meetings between the directors of all these Centres be organized. The Centre in Rome already collaborated closely with the Regional Centre for Conservation of Cultural Property in the Arab States in Baghdad, supplying it with materials to be used in technical conservation and helping to establish training programmes there.

As a result of a number of contacts, joint seminars and technical missions, the Indian Central Research Laboratory for Conservation was established in 1976 in New Delhi. O.P. Agrawal, already Honorary Representative of the Centre for South and South-East Asia, was nominated Director of the new institute. In agreement with the Indian Government, the Centre had at its disposal a sort of relay institution for its

regional activities, enabling it to build up a close collaboration and exchange of services in the fields of information, training and technical assistance.

Technical assistance

Technical assistance to Member States included, for example, collaboration in the preservation of a prehistoric canoe discovered in Padua, and the preparation of a conservation programme for the region of Umbria in Italy. In Turkey, there were projects for the conservation of mural paintings, including inspection of the rock-carved churches in Göreme. In Yugoslavia too, the Centre provided advice on the conservation of mural paintings in the church of Piva in Montenegro, which had been moved to a higher position due to the construction of a dam (preliminary mission by Philippot and Anika Skovran). The Centre also sent technical missions to Romania, France, the German Democratic Republic and Poland.

Following the earthquakes in Guatemala and Friuli (Italy) in 1976, the Centre organized emergency missions by Donald de Cid, a Guatemalan architect and assistant to the Architectural Conservation Course. In Friuli, participants of the current Architectural Conservation Course formed teams which volunteered



FIGURE 4-26
 Friuli earthquake, Venzone cathedral;
 photogrammetric record by ICCROM-Austrian team
 after first quake



FIGURE 4-27
Friuli earthquake, Venzone cathedral, photogrammetric record by
ICCROM-Austrian team after second quake

to assist the local authorities in making systematic surveys of the damage and in propping some major monuments. Paul Schwartzbaum organized other missions to Friuli jointly with the *Istituto Centrale del Restauro* to examine wall paintings.¹⁵⁴ Sergio Lucarelli, a civil engineer who was responsible for the Photogrammetry Section of the Centre, undertook a photogrammetric survey jointly with a team from the Austrian *Bundesdenkmalamt*. They recorded the ruins of some major buildings, including the Cathedral of Venzone, which nearly completely collapsed in a second earthquake. These records proved to be essential for the subsequent reconstruction of the building. In an article published in the *ICCROM Newsletter 4*, Donald Del Cid wrote: “1976 will be remembered as ‘The year of the earthquake’. It was incredible to see so much destruction, the enormous death tolls, and complete regions and countries devastated by the forces of nature.”¹⁵⁵ He stressed that evaluation missions should be undertaken by teams - not by individuals - in order to have enough expertise and experience to cover the full range of information, and to be able to establish priorities. Such teams should be formed in advance, and provided with appropriate auxiliary systems.

Reflection on the period 1971-1977

The 1970s was a crucial period in the development of the International Centre for Conservation. Even

though relatively small in terms of staff and modest in resources, the Centre had already become recognized in the world. From the time when Paul Philippot became Director, he was able to build on these foundations, guaranteeing continuity as well as innovation. With the increasing number of Member States, and the improved financial situation, it was also possible to broaden the basis of scientific and technical personnel and consultants.

At the Centre, it appeared that training was a key function not only for enhancing awareness of skills and techniques but also for diffusing the modern conservation culture as expressed in conservation theory and international doctrine. For Philippot, the theory of conservation-restoration was not a set of principles, but a critical-historical approach to the recognition of the significance and characteristics of cultural heritage, and the consequent decision about appropriate treatment. Indeed, he insisted that there could be only one theory of restoration, which should find expression in a critical methodology. Such methodology needed to take into account the cultural diversity and specificity of the different types of heritage in each place. Consequently, the Centre developed a set of in-house training programmes as an instrument for diffusing this approach, and to establish a network of informed professionals. He thought that training selected persons at the Centre helped to pass the message to a large number of professionals in the Member States, a sort of ‘snow-ball effect’.

While the role of research at the Centre was principally to support training, it was also useful to keep in touch with the scientists. Indeed, the Centre had a broad network of contacts with the most advanced and best-equipped research centres and laboratories in the world. Working closely with other international organizations, such as the specialized committees of ICOM and ICOMOS, as well as the Council of Europe, IIC and UNESCO, it was possible for the Centre to become a platform for the exchange of experiences and the advancement of knowledge. The message of the Centre was being received loud and clear in the different parts of the world, and new training programmes and research were developed, using the Centre as an international reference.

ICCROM comes of age (1977-1988)

International context

The period from the end of the 1970s through the 1980s was one of transition in the world. The decade that started in 1979 was a political watershed. Its beginning was marked by the political crisis in Iran that led to the departure of the Shah and founding of the Islamic Republic of Iran under Ayatollah Khomeini. (The same period saw the establishment of the Iranian Cultural Heritage Organization based on revised legislation and the national co-ordination of heritage-related activities.) Other events that had long-term effects were the election of Margaret Thatcher as the first female prime minister of Great Britain (1979-1990), the election of Ronald Reagan as president of the USA (1981-1989), and the election by the Politburo of Mikhail Gorbachev as General Secretary of the Communist Party of the USSR (1985-1991). In 1987, the first Palestinian uprising broke out on the West Bank and in the Gaza strip. At the same time, there was an increasing shift from government-control to the involvement of the private sector in several countries, particularly in Europe. In China, the Cultural Revolution that had caused much destruction to cultural heritage since 1966 came to an end in 1976, leading to many changes in the social, political and economic conditions in that vast country.

During this period there were also many natural disasters, e.g. in Yugoslavia, Italy, Guatemala and Mexico, which led to direct involvement by ICCROM

in the form of expert missions. It meant developing methods of intervention and new contacts with research institutes and laboratories on testing the seismic impact on traditional structures.

The name ‘ICCROM’: the directorship of Bernard Feilden (1977-1981)

In May 1977 the General Assembly appointed Bernard Melchior Feilden (1919-2008) Director of the Centre. A distinguished British conservation architect, he had been responsible for the conservation and restoration of major historic buildings in England, including the Cathedral of Norwich, York Minster and St. Paul’s Cathedral in London. His practice was in charge of a regular survey and maintenance of some 300 churches in the country, and the rehabilitation of historic towns such as Chesterfield. The practice had won several awards for its projects.

Feilden had always had great interest in the development of conservation training. He helped establish the training programmes in architectural conservation at the University of York, held in the historic King’s Manor for which he himself had acted as architect. Feilden’s first contact with the Rome Centre was through training in the context of the founding of the Institute for Advanced Architectural Studies at the University of York (IoAAS) where

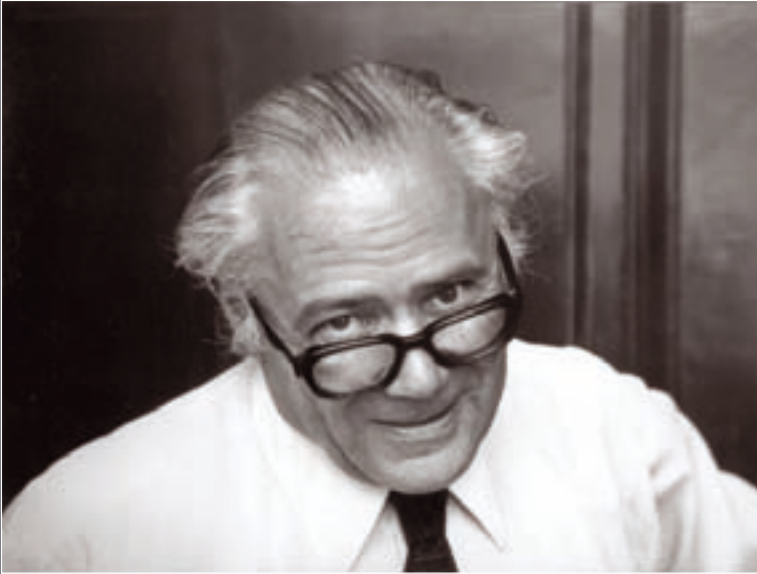


FIGURE 5-1
Sir Bernard Feilden, the third Director of ICCROM (1977-1981)



FIGURE 5-2
Feilden enjoying his hobby of painting, on the Aventine Hill, Rome

Derek Linstrum was responsible for the architectural conservation course.

“I heard about a course in Rome, and I was interested in setting up the course in York. Somehow I got the syllabus of the Rome course, and I passed that on to Derek Linstrum at York. I met Derek together with Patrick Faulkner and Roy Worskett¹⁵⁶ on a British Council mission to Spain, and I had to give a lecture on York Minster. This was about 1971. The thing that surprised me was when I was giving my lecture and there

was consecutive translation. I said: vernacular buildings are just as important as cathedrals. And there was a pause for translation, and then there was applause. I was quite amazed. On the way back, on the airplane, Derek and I agreed to collaborate on an article on training in conservation. That was the beginning of our partnership.” (interview, 2004).¹⁵⁷

Feilden remained Director of ICCROM for only four years instead of the six years of a full mandate. Because of the illness of his wife Ruth, he decided not to stand for the remaining biennium. On his return to UK from the Centre, he was knighted for his services at home and abroad. Under his directorship, ICCROM celebrated its 20th anniversary as a mature institution in a publication entitled *ICCROM Comes of Age*.¹⁵⁸

The new name and administrative reform

Name of the organization

One of the first initiatives of Bernard Feilden as Director was to introduce a new short name, ICCROM, as an abbreviation of the long, official title of the Centre. He explained to the Council:

“The history of the first twenty years of ICCROM will be presented to the General Assembly. It is one of continuous and substantial growth. Our official name has variously been shortened into ‘The Rome Centre’ (but we are not the Centre of Rome), the International Centre for Conservation and latterly to ICCROM. This use of initials that make a word that can be spoken is helpful especially in correspondence and reports as the activities of the Rome Centre are not so easily noticed as those of ICCROM, but the main motivation of this change was to symbolize our strong realization that we are part of the UNESCO, ICOM, ICOMOS and IIC family by becoming ICCROM.”¹⁵⁹

With the adoption of the new short name, Feilden introduced a flag for ICCROM, inviting a group of friends in Norwich to design and sew the flag by hand. A more ‘industrial format’ design of the flag was produced later and miniature versions awarded to course participants and visitors.

Administrative reform

Feilden was concerned about the lack of understanding that some Council members in his time seemed to have of the organization. He insisted that he as Director had his responsibilities but that the Council



FIGURE 5-3
ICCROM's first flag, sewn in Norwich (England) by a group of ladies including Mrs Ruth Feilden

FIGURE 5-4
ICCROM's certificate for participants of its international courses

the Standards and Training Committee), in which Council members could be involved in a detailed discussion of ICCROM's activities. The Finance Committee, nominated by the Council in 1977, met more often than the Council in order to examine the financial situation and programmes of the organization, and make recommendations to the Council. This Committee became an important support to the Director in financial and programme management. The Academic Advisory Committee normally met at the same time as the Council meetings, discussing relevant issues with senior staff members. It also provided an external assessment of the conservation training programmes at other institutions. The first Chairperson of the Finance and Programme Committee was Johan Lodewijks (1930-2000), Director of the Rijksmuseum in Amsterdam, and the Chairperson of the Standards and Training Committee was Peter Lasko (1924-2003), art historian and Director of the Courtauld Institute in London.

The principal criticisms by Feilden as he came to know ICCROM better were the lack of career structure and the inadequate social security for the personnel. One of his first initiatives was to have ICCROM join the United Nations Pension Fund system. The Fund's Advisory Board ruled that ICCROM Staff could be admitted to the Fund through its parent organization, UNESCO. As of 1 January 1981, ICCROM became officially a full participating member in the Fund. From the same date an agreement with the Food and Agriculture Organization (FAO) extended the International Medical Insurance system operated by Van Breda to ICCROM staff members. These two innovations considerably improved the social security conditions for ICCROM staff, bringing them up to the level of other comparable international organizations.

Feilden tackled another problem arising from the Staff Regulations. In two cases in 1978, the non-renewal of expired contracts led those concerned to appeal to UNIDROIT and to the Italian courts, highlighting serious weaknesses in ICCROM's Staff Regulations. The Director retained the authority to direct the Centre in accordance with the policy of the General Assembly and instructions of Council and needed to have clear rules. In 1979 he proposed to redraft the Staff Regulations so as to bring them into line with contemporary social legislation and to clarify redundancy procedures. The following year Council approved a new basis for contracts that took account of Italian legislation, and the Staff Regulations were revised for issues concerning the refund of income tax, separation payments, and liquidation compensation (redundancy). Employment contracts were to be of four basic types:

had to take their share of them too. He proposed to establish two committees: the Finance and Programme Committee and the Academic Advisory Committee (later called the Academic Advisory Board, and then



FIGURE 5-5
ICCROM staff in 1979

1. Continuing or Indefinite Term Contracts for permanent staff with regular hours;
2. Fixed Term Contracts for professionals with specific roles or staff on probation;
3. Consultancy Contracts for professionals to perform specific tasks without regular hours;
4. Special Service Contracts for other tasks.

As Director, Feilden placed great emphasis on staff communication and support, introducing regular staff meetings to discuss programme issues. He also created a Common Room on the second floor of via di San Michele 13, where refreshments were available to course participants and staff at a common meeting-point.

Resources

In his Report to the Council in 1979, Feilden was able to announce that the budget of ICCROM had increased due to three factors. First of all, since ICCROM's budget was calculated on the basis of UNESCO's budget and the contributions due from Member States to UNESCO had been increased, ICCROM was also receiving higher contributions. Secondly there were the contributions from two new Member States, Canada and Luxemburg. Thirdly, ICCROM had initiated special projects on the basis of a subvention from the *Direction des Musées de France*, which allowed the start of a new programme. At the General Conference of UNESCO, several countries had mentioned making specific requests for assistance from ICCROM, including Afghanistan, Bangladesh, Benin, Cameroon, Congo, German Democratic Republic, Haiti, Iraq, Kenya, Malta, Mauritania, Morocco, Nepal, Romania, Tanzania, Thailand, Tunisia and USA.

However, on 22 December 1979 the United Kingdom notified the Director of ICCROM through the British Embassy in Rome of its intention to withdraw from ICCROM, with effect from 31 December 1980. The Director took immediate measures to reverse this decision, contacting the conservation professionals in UK and publishing an article in *The Times* (23 February 1980) in which he demonstrated the benefits of ICCROM membership.¹⁶⁰ The XIth General Assembly, recognising the importance of the UK's professional contribution to the field of conservation in the world, deplored "the prospect of the United Kingdom's withdrawal from the Centre's membership and the attendant loss of a valuable material and, more important, intellectual and moral support; Accordingly urges the appropriate United Kingdom authorities to reconsider their decision as a matter of highest priority."¹⁶¹ There followed a visit to ICCROM by a United Kingdom Parliamentary Committee whose members had the opportunity to interview the staff and the participants of the International Architectural Conservation Course, who represented a wide range of countries both developed and developing. The committee gave a favourable report to the UK government, and many British conservation professionals wrote letters of protest to the Prime Minister, Margaret Thatcher, who then decided to reverse the withdrawal decision. The UK remained a member of ICCROM.

In his last year in office, Bernard Feilden wrote an editorial in the *ICCROM Newsletter*: "An Appeal from the Director", in which he observed that conservation of cultural property was an important field that was rapidly expanding. "Yet ICCROM's budget is static, and soon the Director will have to refuse some requests for assistance or participation, due to shortage of staff. We are dangerously near to being over-extended, and have not got the funds to employ extra staff or even part-time consultants to assist us. Whole fields of activity have to be virtually ignored, whereas others such as archaeology, ethnography, archives and libraries receive inadequate attention. ..."¹⁶² In order to cope with the challenges, Feilden noted several possible ways to react. One was to encourage governments or departments to give special subventions, such as those offered by France in the museum field. Another way for Member States to contribute was to offer secondments of personnel, as had the National Park Service of USA and the government of Japan through UNESCO. Other possibilities included the involvement of volunteers, obtaining grants from foundations and sponsoring pilot programmes and courses, such as those in Göreme in Turkey, where ICCROM was involved

in the conservation of Byzantine paintings in the rock-cut churches, and at Lalibela in Ethiopia, where a ‘mini-symposium’ on stone conservation was held in April 1978.

ICCROM Award

Another of Feilden’s innovations was the ICCROM Award to be presented on the occasion of ICCROM’s General Assembly “to persons who have demonstrated special merit in the field of conservation, protection and restoration of cultural heritage, and who have made an important contribution to the development of ICCROM.” The Council members nominate and vote for one or two winners of the Award in each biennium. The first ICCROM Awards were made in 1979, exceptionally to eleven persons in recognition of the merits of the Founding Fathers, i.e. those who had contributed to the foundation and early development of the organization. The recipients were: Cesare Brandi (Director, ICR), Maurice Chéhab (Lebanon), Paul Coremans (Director, IRPA), Guglielmo De Angelis d’Ossat (Director-General of Antiquities and Fine Arts, Italy), Piero Gazzola (Superintendent, Italy), Frédéric Gysin (ICOM, Chairman of Advisory Committee), Stanislaw Lorentz (Director of National Museum, Warsaw), Harold J. Plenderleith (Founding Director of ICCROM), Arthur van Schendel (Director-General of Rijksmuseum, Amsterdam), Hiroshi Daifuku (UNESCO) and Gianfranco Pompei (UNESCO).¹⁶³

Theory in practice

The statutory functions of ICCROM’s related to documentation, research, training and collaboration. These were the instruments that the organization could use in order to consolidate and make available its acquired knowledge to Member States. The principles followed the idea of considering quality before quantity, and developing an ability to take versatile and rapid action in situations requiring immediate attention on the basis of consolidated experience.¹⁶⁴ In a further development, the Director emphasized ICCROM’s interdisciplinary character as the basis for teaching and technical co-operation on actual problems of conservation.¹⁶⁵ In April 1979 he introduced his Report to the X General Assembly of ICCROM with the following statement:

“Perhaps new members of the Assembly may well wonder what ICCROM is and how so few people cover such a large field. The essential character of ICCROM is that it is a ‘centre’ for all the professions and disciplines concerned with cultural property. It will continue to thrive as long as it is a centre of excellence where the



FIGURE 5-6

In 1981, the ICCROM Award was given to Raymond Lemaire, Giovanni Massari, Paul Philippot and Gertrude Tripp. In the picture: Giorgio Torraca, Ippolito Massari, Cynthia Rockwell, Giovanni Massari and Bernard Feilden

leading practitioners of conservation will come to contribute and also learn something. These high level experts are the invisible strength of ICCROM. However, the backbone of this body is provided by the staff and their untiring enthusiasm and dedication to conservation, each making his own special contribution to a professional partnership.”¹⁶⁶

Feilden did not produce a formal Policy Document, but clearly illustrated his policies in his initiatives, which went beyond the professional field to involve young people, the general public, the administrators and politicians. In 1979 ICCROM published a short history of the first two decades of activities, *ICCROM Comes of Age*, where Feilden concluded:

“Correct concepts are vital to ensure that each individual case is dealt with properly, and ICCROM’s aim is to promote these concepts with every means at our disposal. Yet it must be said that discovery of the most effective products, application of the best techniques, training of the most highly qualified specialists in conservation, will be of no avail if the general public, high level administrators and politicians ignore the fact that cultural property is vital to mankind.”¹⁶⁷

In the *Report on Activities for 1980* addressed to the General Assembly in May 1981,¹⁶⁸ the Director wrote a fairly personal introduction in which he expressed his policy of conservation of cultural heritage:



FIGURE 5-7
Bernard Feilden (right) inspecting the Pantheon, Rome

“From my experience in practice it can be proved many times over that conservation saves money if introduced early enough into a programme. At least the principle that the minimum intervention is best should reassure sceptics. Where regular inspections are the order of the day and where there is a clear chain of mutual responsibility and where the conservators are expert and accept their heavy responsibilities and are supported by administrative procedures, then we can be sure that conservation is saving money. But ambitious administrators often prefer to waste money on pseudo-prestigious restoration projects rather

than pay professional conservators to prevent decay by instituting regular inspections of all cultural property. Regular inspections must be initiated as a basis of preventive maintenance.

Who really understands conservation? It is a new discipline demanding great sacrifices from its adherents. The arts and humanities say conservators are not of us - these conservators apply science and even use their hands (so it is deduced their intellects suffer). The natural sciences say conservators are not of us, we are pure and abstract and the subjective opinion of artists and artisans are of no interest to us; the craftsmen who are the surviving inheritors of historical technology say we suspect these conservators, they are trying to steal our jobs. So who understands the role of conservators and their ability to reconcile arts, humanities, science and craft into practical action that saves cultural property from the forces of decay?

Do Governments understand? Some do because among the developing nations some do not have the inhibitions of industrial countries and others have overcome these inhibitions and appointed Advisory Councils for Conservation. The establishment of such a Council is a welcome step forward because it helps resolve the difficulty caused in our field by the division between Museums and Monuments. We at ICCROM know that both have so much to teach the other. We know that in a world of



FIGURE 5-8
ARC study tour to central Europe, visit to conservation laboratory in Munich, 1979



FIGURE 5-9
ARC study tour visiting the GDR: Hans Nadler (General Conservator of Dresden), Hermann Pundt, Mrs Nadler, unidentified ARC participant and Wolfgang Preiss (ARC lecturer), 1979

scarce resources no nation can afford to divide conservation into different activities.

The essence of conservation is in the diagnosis of causes of decay and the minimum action to prevent this decay and to correct damage caused by such decay. This is a scientific approach in an artistic historical archaeological archival field, using manual skills. If a picture is hung in a museum you cannot conserve it without understanding its environment. If an historic building is subjected to atmospheric pollution and vibration you are concerned with its environment and the causes of decay. Conservation is one discipline yet it falls into no neat existing governmental category. If museums and monuments come together under a Minister of Culture the difficulties are minimized but when a Government has no such Ministry and even no Advisory Committee - conservation is nobody's baby. Yet it must be recognized that as part of a humanistic awakening there is a conservation movement which will make a vital contribution to the post-industrial era which is emerging.

Conservation of cultural property, including man-made landscape, is an important part of this world wide movement. It is a rapidly developing and expanding field, increasing conversely with a world tendency towards recession in consumption because conservation is contrary to wasting resources. So while most activities are contracting, wise governments will ensure that their conservative agencies are expanded. In this way they will save both cultural property as well as money and create valuable agencies and institutions for the future.

ICCROM depends on a true understanding of the multidisciplinary role and benefits of conservation. ICCROM is meeting ever increasing demands for its services because it is a professionally orientated organization meeting real needs efficiently. An example of the demands being made is extracted from the Resolutions of the UNESCO Regional Seminar on The Conservation of Cultural Materials in Humid Climates Conference held in Canberra, Australia, 1979.”

The Canberra resolutions requested an effective liaison between UNESCO, ICCROM and the countries of South-East Asia. This would imply investigating the problems faced in these countries, organizing workshops, training specialists, registering trained experts with ICCROM for special missions and informing the countries concerned about services available.

Documentation

In his introduction to the *1979 Report to Council*, Feilden noted that one of the major developments in his first two years had been in the area of documentation. He wrote¹⁶⁹:

“In the last two years the major development has been the computerization of our Documentation Centre in which operation we are working jointly with UNESCO, ICOM, ICOMOS and IIC. This investment of resources should turn ICCROM into a centre for research for the practice of conservation. In this we have implemented the decision of the IX General Assembly.”

ICCROM gave major attention to the development and computerization of databases, including those of the Library, of training programmes and of address lists. In 1977 it signed a contract with IBM to mechanize, amongst other things, the documentation of the Library, using a mainframe computer outside ICCROM. The registration card followed the standard layout established by the UNISIST / ICSU -AB working group under the auspices of UNESCO. The subject index (Thesaurus) was re-organized adopting the KWOC system (Key Words Out of Context), similar to the system used for *Art and Archaeology Technical Abstracts* (AATA) for which ICCROM collaborated with the British Museum and the editorial committee of AATA.

Parallel to these developments, ICCROM prepared a databank of addresses of conservation institutions, professionals and former course participants, and created an International Training Index that was regularly updated. The address list of former trainees, sponsored by UNESCO, listed all former course participants by course, year, country, field, etc. To this end, ICCROM in late 1978 sent a questionnaire to 800 former trainees in order to verify and update their addresses, using this opportunity to launch a Young Professionals in Conservation scheme, similar to one run by UNESCO but specific to conservation. The hope behind this scheme was greatly to enhance the effectiveness of missions, enabling experts' recommendations to be realized whilst at the same time training local experts. The scheme never functioned under this name but its main ideas became part of ICCROM policies in the years to come.

Training and Research

From the start, ICCROM founded its policies on an interaction between conservation philosophy and theory, on the one hand, and the application of scientific methodologies in conservation, on the



FIGURE 5-10
Butterworths publications produced in collaboration
with ICCROM

other. It based its programmes on close links and co-operation with major conservation laboratories and research institutions in the different Member States. Keeping abreast with the most advanced conservation theory and scientific knowledge, ICCROM was able to develop training programmes as a direct response to the modern conservation approach. Indeed, the international training courses, as they were developed in the 1970s, became the principal instruments for diffusing the modern conservation approach, counting also on the idea of forming ‘ambassadors’, who in turn could diffuse the message (the ‘snow-ball effect’, as Philippot used to call it).

In 1980 ICCROM signed a contract with the publishing house Butterworths to collaborate in the publishing a new Series in Conservation and Museology. Under the agreement, ICCROM paid a subvention to assist authors, to improve the quality of production and to lower the retail price, while retaining translation rights. The first book in the Museum Environment Series was a reprint of *The Museum Environment* by Garry Thomson. Publications in the Conservation Series came to include the *Conservation of Historic Buildings* by Feilden, the

Conservation of Wall Paintings by Philippot and the Moras, and *A History of Architectural Conservation* by Jokilehto. The latter text had its origins in 1978 in part-time doctoral research that the author carried out at the University of York on the history and philosophy of architectural conservation on the recommendation of Feilden and Linstrum. All these publications have been subsequently translated into several languages, serving as fundamental texts for improving teaching in this field.

Feilden contributed to the development of ICCROM training strategies by emphasising the interdisciplinary character of conservation, and the need to introduce laboratory personnel to the field and field persons to the laboratory. An important tool was the preparation of Visual Inspection Reports by participants of the different courses, whether conservators, architects or engineers, or indeed museum personnel. At the 12th General Conference of ICOM in Mexico City (October-November 1980), Feilden presented a paper on Regular Inspection and Storage of Museum Collections, proposing that inspection practice be introduced as a regular tool for the management of museum collections. In 1980, he wrote an Editorial for the *ICCROM Newsletter* 6, asking:

“Do we value our cultural heritage? Do we want to preserve it? ... Assuming that those in charge have proper cultural and technical preparation, the methodology of conservation depends essentially upon regular inspections, formal reports and prompt preventive action. Reports should define the object as a whole in its context, describe its history and the materials it is made of, record how it has been used and abused, together with the state of its present condition. If any defects need keeping under observation, they should be noted and specially reported upon in the next regular inspection, which should be at a defined interval of, say, six months for books in a library or archive, one year for framed canvas paintings and textiles and every five years for historic buildings.”¹⁷⁰

Once the regular inspections are established, he argued, one should always give estimates of the cost of intervention, and indicate the urgency of the work under four main categories: immediate, urgent, necessary, and desirable.

The aim of the ICCROM laboratory was to support documentation, promotion of research, and to offer advice and recommendations, especially related to training and emergency services. In 1981, ICCROM prepared for the Council a document on *Guidelines for a National Policy for Conserva-*



FIGURE 5-11
Maurice Chéhab receiving the ICCROM Award

*tion Laboratories.*¹⁷¹ This document outlined the types of laboratories that could be useful for conservation purposes, defining the field of application of the laboratory, the required staff, premises and equipment. The ICCROM Laboratory proved extremely useful for the purposes of training and small-scale research. Since ICCROM had a statutory relationship with institutions equipped with sophisticated facilities, it was easy when required to establish joint projects on more complex issues.



FIGURE 5-12
Inner courtyard of the historic King's Manor in York, home of the Institute of Advanced Architectural Studies (IoAAS) of the University of York, with which ICCROM signed an MoU for exchanges in conservation training

In 1978 Feilden raised with the Council the question of recognition of ICCROM's international courses. Should these courses offer a diploma and, if so, what level of diploma should it be? Past participants had complained that the ICCROM certificate was not properly recognized in their countries. Feilden's idea was that the proposed ICCROM diploma should be aimed at a higher standard than other courses and could, for example, serve as a guarantee for UNESCO when searching for suitable professionals. Council members, after a long debate, decided not to adopt this idea. Maurice Chéhab (Lebanon) observed:

“Mr President, listening to the various statements we arrive at these results. Various persons have stressed the fact that the constitution of ICCROM has always avoided that we should become a superior Centre, or else a super laboratory, and the creation of the school is partly the creation of a super University degree. Evidently, this is very difficult, but, on the other hand, actually, if we have to address one of our sons to a career, we seek information on which is the best school in the world, not necessarily on our own country, but we look for where we can send him, in our own country and elsewhere. But how come this University is so well known? Because, in practice, people have come to know that whoever comes from it is better prepared than those who come from other Universities.”¹⁷²

Chéhab proposed that ICCROM should continue giving a certificate and not a diploma. The certificate could indicate what the holder had studied and how long, and with time someone with this type of training would be recognized as a capable professional. Vassos Karageorghis (Cyprus) proposed that, instead of a diploma, ICCROM should establish a title such as “Fellow of ICCROM”, which would be a sort of “super qualification which would satisfy the super-conservator.”¹⁷³ Philippot suggested, without objecting to Feilden's proposal, that it was a question of establishing priorities and to concentrate the efforts first of all “on the way of ensuring a strict method, a strict curriculum where this does not exist.”¹⁷⁴ The conclusion was to create a Training and Standards Committee which would discuss these questions further. In practice, participants of the ARC course could continue their studies either at the University of Rome or at the University of York, both of which recognized ICCROM's training. In Rome they could undertake the examinations and prepare a thesis for a diploma, and at the University of York could prepare a dissertation for Master's degree.

Regular ICCROM courses

From 1977 the architectural conservation courses had been divided into two. The University Course (A) of the *Scuola di Specializzazione per lo Studio ed il Restauro dei Monumenti* was attended by students under Italian rules of entry. After the retirement of De Angelis, Renato Bonelli and then Gaetano Miarelli-Mariani directed it as an independent university course leading to a diploma of specialization. In 1979, it had 163 participants who were mainly Italian. The ICCROM Course (B) was reserved for international participants who met ICCROM admission requirements, numbering usually around 25 a year, and was taught in English. The more manageable number of participants in this course made it possible to organize

a small testing laboratory to introduce participants to the use of scientific methods and instruments. Participants tested samples taken from buildings that were studied as part of the course work (planning and coordination by Simonetta Peroni in collaboration with Giorgio Torraca and John Ashurst). The exercises were further developed and later published for wider diffusion by Jeanne-Marie Teutonico.¹⁷⁵ The fieldwork included a preliminary study of a section of the historic town of Rome (Tor di Nona area), which also served to test the applicability of computers in the management of information. Under the coordination of Sergio Lucarelli, the Photogrammetry Section of ICCROM carried out a series of field projects with selected course participants who



FIGURE 5-13 (ABOVE LEFT)
Renato Bonelli and Guglielmo De Angelis
d'Ossat in a training session at ICCROM
(photo Calogero Bellanca)

FIGURE 5-14
John Ashurst was one of the principal
lecturers on materials in the ARC course

FIGURE 5-15
ARC course visiting a stone quarry,
guided by John Ashurst

FIGURE 5-16 (BELOW RIGHT)
Photogrammetric recording of the Arch
of Titus, a project conceived by Sergio
Lucarelli (ICCROM) and Hans Foramitti
(Bundesdenkmalamt of Vienna) in 1973

prepared recordings of historic buildings and sites in Rome and in Friuli (after the earthquake there).

Rakhaldas Sengupta, member of ICCROM Council and Director (Conservation) of the Archaeological Survey of India, referred to the many challenges faced particularly on archaeological sites, and stressed that ICCROM could play the role of a catalyst. “It has been effectively spreading the philosophy of conservation, providing technical assistance to those in need, initiating research works in important and vital subjects and spheres and conducting training courses to disseminate knowledge to groom new generations of guardians of cultural heritage.”¹⁷⁶ He noted that an associate professor (Nalini Thakur, ARC82) of the Delhi School of Architecture who had been trained at ICCROM was involved in creating a regional training centre in New Delhi. He also proposed collaboration between the School of Architecture and the Archaeological Survey of India in training at both under-graduate and post-graduate levels.

José Maria Magaña, a former participant of ARC76, joined the ICCROM team assisting the Italian authorities after the 1976 earthquake in Friuli. After his return to Guatemala, he was appointed Conservator of the City of Antigua Guatemala, allowing him to put into practice the lessons learnt at ICCROM. “It was at the time I assumed the technical and administrative direction of CHPAG that I realized the importance and applicability of my training. I succeeded in bringing together a group of competent professionals concerned with the protection, conservation and restoration of Antigua to head each of the ... departments.”¹⁷⁷

In June-July 1979 ICCROM organized a Conservation Workshop Tour for former participants, with the financial support of UNESCO and the German Democratic Republic, and in collaboration with several national institutions in Austria, Czechoslovakia, GDR, Germany, France and Switzerland. The previous year it had run in Rome a short course in architectural conservation for French-speaking African countries, a short seminar-type training programme consisting of lectures, discussions, visits and contributions by participants with the aim of improving the attitudes of conservation professionals. Other short courses in Rome were organized for the University of Washington in Seattle, USA, and the University of Gothenburg.

In 1977 and 1978 the Mural Paintings Conservation Course (MPC) moved to new premises in the lower wing of San Michele. There, under the coordination of Paul Schwartzbaum, it prepared a permanent exhibition of the various types and techniques of plaster preparation for mural paintings. The programme of the course was revised, expanding



FIGURE 5-17

Giant Buddha statue in Bamiyan (Afghanistan): joint restoration project carried out from 1969 to 1973 by the Archaeological Survey of India and Afghan authorities (photo R. Sengupta)

FIGURE 5-18

Giant Buddha statue in Bamiyan (Afghanistan): completed restoration (photo R. Sengupta)

the theoretical part and increasing study visits to case histories in and around Rome. In 1977 the course participants worked in the Castello Caetani at Sermoneta, as in previous years, and in Roman churches such as Santa Maria dell’Orto and San Benedetto in Piscinula, where they revealed an entire pictorial surface of important 12th-century frescoes. In 1979, in agreement with the Italian authorities, the



FIGURE 5-19
Mural paintings course in Venzone (Friuli), restoring the wall paintings of the Town Hall, 1976

course participants helped plan major conservation work at the Crypt of San Crisogono, an important Early-Christian Basilica with frescoes from the 4th, 8th and 11th centuries.

The course on Fundamental Principles of Conservation was renamed, first, Course on Conservation Science, and then the Scientific Principles of Conservation Course (SPC). It developed further under the co-ordination of Lena Wikström (Finland), expanding particularly the sections on textiles and stone, and introducing new sections on ceramics, plastics, polychrome sculpture, engravings and watercolours. Both the SPC and Mural Paintings courses were bilingual (English-French) with consecutive interpretation, so as to widen their participation. The two-month UNESCO Stone Conservation Course, held in English, continued in Venice in collaboration with the Italian authorities and co-ordinated by Lorenzo Lazzarini.

The short course on Security, Climate Control and Lighting in Museums, co-ordinated by de Guichen in Rome, was renamed Course on Preventive Conservation in Museums, following a decision of the Council. The course lasted two weeks before being extended to two-and-a-half weeks, and was held in English and French in alternate years. In November 1978, ICCROM organized an international conference on Climate Control in Museums with financial assistance from the Direction of French Museums and UNESCO. The conference issued a recommendation with messages on climate control to different stakeholders, including government officials and the public, administrators, directors of museums and general secretariat, architects and designers, curators, and conservator/restorers and museum scientists. The message to curators (rapporteur Garry Thomson) noted that all objects whatever their age, origin or material react to the surrounding atmosphere, which causes irreversible deterioration. The function of the curator is to preserve this heritage for future generations. In this task, “the object comes first.”¹⁷⁸

Robert Organ, Chief of the Conservation Analytical Laboratory at the Smithsonian Institution, presented a paper on “The lessons of nature” at the International Conference on Museum Storage in Washington in 1976, and published it in ICCROM’s *Newsletter* 6. Here he noted that objects are not eternal, but one can prolong their life with proper activities. “If flies can leave deposits on objects, they will. If dust can fall on objects, it will. So, protect them. If the relative humidity can fall and cause something to crack as a result of humidity change, it will. So, protect against it by the use of moisture blast. Protection cannot be left entirely to machines. Perhaps the most important lesson from nature is that among inanimate things confusion increases - machines break, objects fall and shatter, water corrupts and destroys. The ultimate in safety for collections can only be obtained through the perpetual and far-seeing vigilance of many humans operating at their highest levels of interest in the objects placed in their care and for their study.”¹⁷⁹ In this respect Organ and Feilden strike the same note in stressing the importance of human intervention over reliance on automated systems and machines.

In November 1977, ICCROM held a conference on the conservation of mosaics with the financial support of UNESCO, the Direction of French Museums and the Goethe Institute. Some 50 specialists attended this three-day meeting which led to the establishment of an International Committee for Mosaic Conservation, for which ICCROM acted as Secretariat for the first years. It published the acts of the Conference as *Mosaic 1*¹⁸⁰ and those



FIGURE 5-20
Gaël de Guichen teaching a course on Preventive Conservation in Museums

of the second meeting of the Mosaic Committee (ICCM) as *Mosaic 2*.¹⁸¹ In 1977-1979, Torraca represented ICCROM on the technical committee for the protection of the Cathedral of Torcello (Italy) and its mosaics. The committee met several times, suggesting studies, supervising results, and requesting emergency interventions from the Superintendency.



FIGURE 5-21
Poster for the programme on the conservation of mosaics

International collaboration

The debates on restoration theory in the 1960s and the adoption of a number of normative documents by UNESCO, ICOMOS and the Council of Europe in the 1970s had contributed to consolidating an international doctrine for the conservation of the cultural heritage. The main focus in the 1980s was rather on scientific and technical developments, for instance advancing research on the impact of pollution on building materials and the consolidation of historic structures, especially in seismic-prone regions.

Programmes that ICCROM organized in Member States in collaboration with other institutions such as the International Wood Conservation Course in Norway, a course on Disinfestation in Museums in London, on the Conservation of Textiles in Mali and on Conservation on Archaeological Sites in Santiago de Chile, could generally benefit from extra-budgetary financial contributions. Bernard Feilden travelled extensively - continuing the example of Plenderleith - to advise on conservation projects in numerous countries. Such missions became opportunities for training and offering incentives for further research, as well as getting to know the realities and specific problems in different parts of the world, to verify proposed programme strategies and to identify potential candidates for training and future collaboration.

The foundations of ICCROM were based on international collaboration. In the first period this meant especially close contacts with UNESCO and ICOM, and later with ICOMOS. These were complemented by links with an increasing number of national conservation institutes in the various fields, including ICR in Rome and IRPA in Brussels. The members of the Council, elected for their professional qualifications rather than political representation, consisted of some of the top experts in the world of conservation. Through them and through the delegates of the General Assembly, ICCROM laid the foundations on which its later work was based, developing into an international conservation network in research, training, and collaboration of experts.

Feilden maintained good contacts with UNESCO, as recalled in the interview of Anne Raidl, former Director of the Cultural Heritage Division of UNESCO in November 2001:

ICCROM. How did you see ICCROM from the outside? Of course, ICCROM was created by UNESCO, so collaboration was one of the issues. I think that in the early years there was a lot of collaboration; Plenderleith was almost a 'UNESCO agent'.

Anne Raidl. Yes. When I started my contacts with ICCROM, the Director was Bernard



FIGURE 5-22
Traditional house in Baghdad

Feilden, and my attitude was exactly the same. You remember, Bernard Feilden travelled a lot. I think that UNESCO created ICCROM because it could do things that UNESCO would never have achieved, in terms of staff, in terms of programme orientation. I also felt that the governing bodies were much less politicized. It was easier to get decisions on mainly substantive ground. There was then a phase when certain members of the Council had a more political attitude, but I have the feeling that this passed. This did not continue. When I left UNESCO, I had a feeling it was already calming down.

ICCROM. Of course, the position of the Council of ICCROM is different from that of UNESCO, where it is more political. At ICCROM, each person should sit in the Council for professional reasons, even though through a political election.

Anne Raidl. Yes, and I think, for this reason, there was a certain friendship amongst the members of the Council, who came for several years, some really for many years. This was part of the whole positive effect of ICCROM. The members of the Council were also stimulating in their own country and beyond the borders of their country, in connection with ICCROM, in the dissemination of knowledge and of ideas.

During Feilden's directorship, ICCROM took part in several technical missions in earthquake areas. One of these was a UNESCO seminar on earth-

quakes in Antigua Guatemala in 1979. There it was proposed to establish a centre for earthquake studies based on the programme of the *Consejo Nacional para la Protección de la Antigua Guatemala*, to undertake a research programme and then a course on earthquake protection proposed for 1981-1982.

In 1979 a powerful earthquake caused much destruction in historic towns in Montenegro, including Budva, Bar, Herceg Novi, Kotor and Ulcinj. ICCROM organized several expert missions to the region in 1979-1983 to advise on reconstruction and was a member of the UNESCO Advisory Board and UNESCO Working Group that discussed not only the repair of historic structures but also the development of appropriate urban and territorial planning in this region. Kotor received particular attention since in the same year it was inscribed on the World Heritage List of UNESCO as an emergency inscription.

ICCROM's experience following the Friuli, Guatemala and other earthquakes resulted eventually in the publication of Bernard Feilden's *Between two Earthquakes: Cultural Property in Seismic Zones* (Getty Conservation Institute, Los Angeles, 1987).

The World Heritage Convention, adopted by UNESCO's General Conference in 1972, became

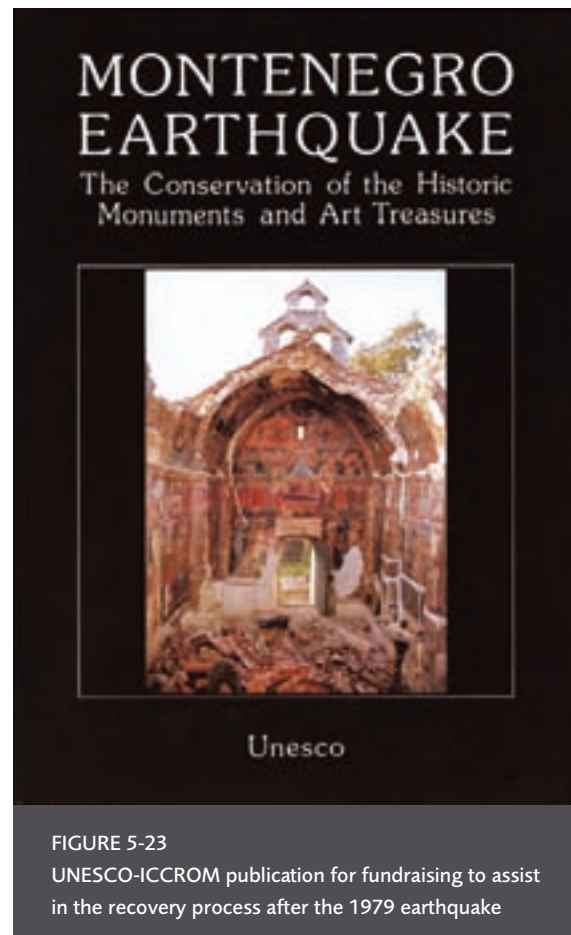
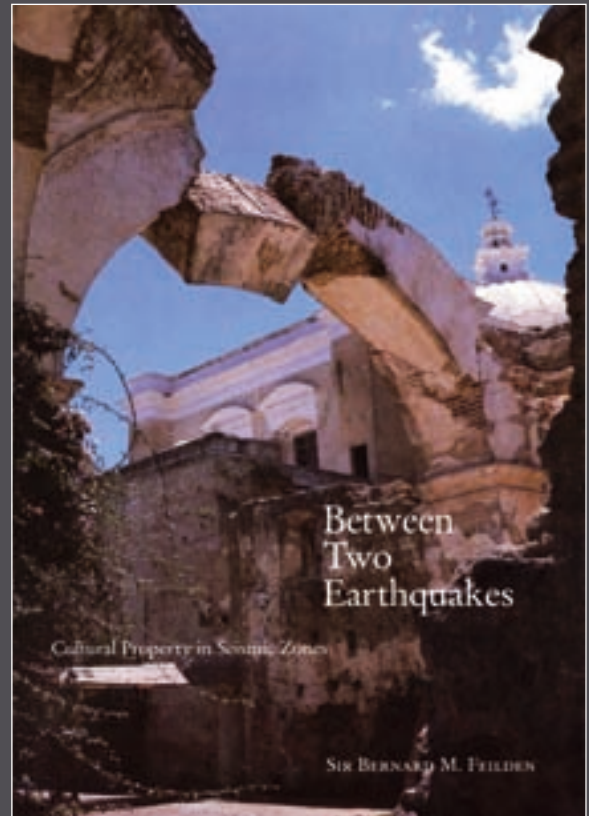


FIGURE 5-23
UNESCO-ICCROM publication for fundraising to assist in the recovery process after the 1979 earthquake



FIGURE 5-24
Kotor in Montenegro, which was badly damaged in the 1979 earthquake, after restoration (photo 2010)

FIGURE 5-25
Bernard Feilden's *Between Two Earthquakes*, published by the Getty Conservation Institute jointly with ICCROM



effective in 1976, and the first General Assembly took place in Nairobi in November to elect the members of the World Heritage Committee. The first session of the Committee took place in Paris (27 June to 1 July 1977) where it elected by acclamation Firouz Bagherzadeh (Iran) as its Chairman, Peter H. Bennett (Canada) as rapporteur, and Egypt, France, Nigeria and Poland as Vice-Chairs. The establishment of the World Heritage Committee initiated a 'running-in period' for the implementation of the Convention which has since matured into a major factor in safeguarding the world's cultural and natural heritage. The Convention designated ICCROM as one of the three Advisory Bodies to the Convention (together with ICOMOS and IUCN). It therefore took part in the development of the basic ideas on which the Convention was based. Paul Philippot, as Director of the Centre, had written a proposal for the definition of the Outstanding Universal Value, complemented by Ernest Allen Connally and Ann Webster Smith of ICOMOS who proposed the first draft of the inscription criteria.¹⁸² In the early years, limited resources meant that ICCROM was often represented by a former diplomat, Jacques-Louis Rollet-Andriane, with Torraca supervising ICCROM's participation in the Convention.

The collaboration with ICOM and particularly its Conservation Committee continued, involving ICCROM in a number of projects related to the conservation of collections and preventive conservation in museums. ICCROM in the person of Gaël de Guichen co-ordinated the Committee's Working Group on Climate and Lighting Control. With the financial support of the Direction of French Museums, ICCROM developed a travelling version of the permanent exhibition on Climate and Light in Museums already designed and installed at San Michele in Rome. The travelling exhibition was first shown in Zagreb during the ICOM Conservation Committee meeting, and was then taken to Bucarest, Timisoara, Budapest and further afield.¹⁸³ ICCROM also contributed to training in this field, for instance at the request of the Brazilian Committee of ICOM, de Guichen in 1979 gave a one-week course in Rio de Janeiro to a group of 17 museum curators. When ICOM acted as consultant for the renovation of the Cairo Archaeological Museum, Luis Monreal, its Secretary-General, asked ICCROM to collaborate in the development of storage and exhibition facilities.

The collaboration with ICOMOS led to participation in a number of activities, such as the General Assemblies of ICOMOS in Moscow in 1978



FIGURE 5-26
Bernard Feilden speaking to the ICOM-CC triennial meeting in Zagreb in 1978

and in Rome in 1981, and the ICOMOS meeting on Participation of Youth in the Care and Reactivation of Historic Towns held in Rostock, German Democratic Republic. ICCROM worked closely also with the International Scientific Committees of ICOMOS, particularly the Committee for the Conservation of Stone and its working groups such as the RILEM group for mechanical testing, and the biological, petrography and chemistry groups. This collaboration was of value in developing the UNESCO International Course on Stone Conservation in Venice. ICCROM was active in the ICOMOS Photogrammetry Committee (CIPA), represented by Sergio Lucarelli and in the Committee for the Conservation of Mud Brick (Adobe) Monuments, which held regional meetings in Santa Fe, USA (October 1977) and in Ankara, Turkey (September-October 1979). The Ankara meeting included a fieldtrip to the Göreme valley in Cappadocia where ICCROM was working on the conservation of Byzantine mural paintings in the rock-cut churches. The church that had been chosen for a pilot project was completed and re-opened to the public in 1980.

As for doctrine, in these years the Venice Charter was re-worked by the ICOMOS National Committee of Australia in the form of the Burra Charter, first issued in 1979.¹⁸⁴ The aim was to interpret the concepts of the Venice Charter in terms adjusted to that particular region. Instead of speaking of monuments and sites, the Burra Charter adopted the notion of ‘place’, which it defined as: “site, area, land, landscape, building or other work, group of buildings or other works, and may include components, contents, spaces and views.” The

Charter also used the notion of ‘cultural significance’ and defined ‘conservation’ as “all the processes of looking after a place so as to retain its cultural significance” (Art. 1, 1999 version). This Charter has become widely influential, especially in many non-European countries.

Reflection on the period 1977-1981

Bernard Feilden came from an architectural conservation practice and had a strong management background. He was also fully aware of the socio-economic and cultural requirements of professionals in their careers. He consolidated ICCROM by giving it a name (and a flag), and providing it with a secure basis for sustainable organizational growth. His vision aimed at clarifying how to bring theory to practice, and how to sustain each other and to work in interdisciplinary teams for effective conservation. Feilden referred to the ideas of William Morris, and insisted on regular inspections and a maintenance strategy, taking into account the urgent, immediate, necessary and optional needs of the heritage resource. These ideas are integral to his later publications on the *Conservation of Historic Buildings* and the *Management Guidelines for World Cultural Heritage Sites*. During his term, ICCROM advised on a number of missions to assist Member States affected by natural disasters. He was well aware of human weaknesses and the tendency



FIGURE 5-27
Regional conference of ICOMOS in Rostock, GDR, 1977

to forget. It was based on his practical experience in Guatemala, Mexico and the former Yugoslavia that he produced the manual *Between Two Earthquakes*. Under Feilden, ICCROM developed into a multidisciplinary team, which was able to react at short notice and effectively. In his introduction to the Council Report in 1981, the year in which he decided to retire, he wrote:

“The essence of conservation is in the diagnosis of causes of decay and the minimum action to prevent this decay and to correct damage caused by such decay. This is a scientific approach in an artistic-historical-archaeological-archival field, using manual skills. conservation is nobody’s baby. Yet, it must be recognized that as part of a humanistic awakening there is a conservation movement which will make a vital contribution to the post-industrial era, which is emerging.

Conservation of cultural property, including man-made landscape, is an important part of this world wide movement. It is a rapidly developing and expanding field, increasing conversely with a world tendency towards recession in consumption because conservation is contrary to wasting resources. So while most activities are contracting, wise governments will ensure that their conservative agencies are expanded. In this way they will save both cultural property as well as money and create valuable agencies and institutions for the future. ICCROM depends on a true understanding of the multidisciplinary role and benefits of conservation. ICCROM is meeting ever increasing demands for its services because it is a professionally orientated organization meeting real needs efficiently.”¹⁸⁵

A network of people (1981-1988): the directorship of Cevat Erder

On 4 July 1981 Professor Dr. Cevat Erder took up office as newly appointed Director. Erder had obtained his Ph.D. in Classical Archaeology at the University of Ankara and was Professor for restoration of historic monuments at the Middle East Technical University (METU). There had he founded an M.Sc. specialization course in restoration of historic monuments and sites, one of the earliest training centres in conservation studies in the world. From the 1960s he was a visiting lecturer at Princeton University in the USA. He was the founding president



FIGURE 5-28
Cevat Erder, fourth Director of ICCROM (1981-1988)

of the Turkish National Committee of ICOMOS and member of the Executive Committee of International ICOMOS from 1972 to 1981, eventually being awarded the Piero Gazzola Prize by the 14th General Assembly of ICOMOS in 2003.

Erder had had a long association with ICCROM’s programmes, collaborating in various field projects such as those in Göreme Valley, Turkey, and since 1974 he had been a regular lecturer on the Architectural Conservation Course.

ICCROM – UNESCO collaboration

The World Heritage Committee had started its meetings in 1977 but ICCROM, as an Advisory Body, was not always regularly represented. Anne Raidl, at the time Director of the Cultural Heritage Division of UNESCO and co-responsible for administering the World Heritage Convention, insisted that it should. As a result Jokilehto became the regular representative of ICCROM, first attending the meetings in 1982.

Regarding collaboration between ICCROM and UNESCO, Anne Raidl recalled that she was as confident with Cevat Erder as she had been with Bernard Feilden:

“Yes, I have equally good memories of Cevat Erder. I found him very serious and very kind. I also had the impression that he knew very well what he wanted to do. The collaboration with him was just as good as with Feilden in terms of UNESCO-ICCROM relationship. One could count on ICCROM, one could count on its

Director, and also all the members of ICCROM, the whole staff. ... You [Jokilehto] and Gaël de Guichen were the two main partners from within the staff. Gaël was dealing with movable property, and you were the person related with everything concerning architectural conservation. With both of you, I had the feeling that the collaboration was very good, all along.”¹⁸⁶

In 1983 the Director-General of UNESCO, Amadou Mahtar M’Bow, attended the XIII General Assembly of ICCROM, and referred to the impressive increase in the number of its Member States:

“This success is due primarily to the distinctive character of ICCROM’s work, resulting from the practical slant given to its research and from its constant concern with the possibilities of applying it. In addition, ICCROM endeavours to combine in its work, as the need arises, the most advanced technologies with the traditional techniques used in various countries. It thus demonstrates, through a quarter of a century’s practical experience, that it is possible to safeguard part of the immovable cultural heritage by techniques that are as simple as they are effective and whose main advantage is that they are accessible to many countries with limited resources. ...

However, ICCROM’s work is probably of the most decisive importance when it comes to

training. It is obviously a most important task to make available to experts in all branches of restoration work, from craftsmen to scientists, the widest possible range of new knowledge and techniques needed for the protection and preservation of cultural property.”

M’Bow concluded by calling for a special effort to make ICCROM’s services increasingly available to the international community. Collaborating closely with all the international organizations concerned, it should devise national training programmes in co-operation with Member States, and establish a “worldwide network of training centres by expanding or setting up national, regional, sub-regional, and international institutes.”¹⁸⁷

Administration and policies

During this period the Chairpersons of the Council were Johan Lodewijks (1981 to 1986) and Paul Perrot (1986 to 1988).¹⁸⁸ In collaboration with the principal representatives of the Council and based on the developments during his directorship, Erder decided to reform the organizational structure of ICCROM to meet the continuously evolving requirements. While the structure had been relatively simple, remaining more or less the same from the 1960s, the increasing tasks of the organization required a more articulate administrative structure. As a result, from January 1988, the structure was revised becoming more elaborate with the introduction of ‘sections’:



FIGURE 5-29
The Director-General of UNESCO, Amadou-Mahtar M’Bow, speaking at ICCROM’s General Assembly in 1983

Having inherited from Feilden the programme already approved by the General Assembly for his first biennium as Director, Erder then revised the policies and strategies for future developments in three documents: *ICCROM General Policy* (1983),¹⁸⁹ *ICCROM Policy* (1986)¹⁹⁰ and *ICCROM General Policy 1988-1989*¹⁹¹. In the 1986 Policy, he referred to the previous document, noting that the proposed continuous growth of ICCROM was not necessarily feasible in practice.¹⁹²

“In 1983 a Policy document summarized the growth of ICCROM activities, under the terms of reference given by the Statutes, and then indicated the desirable lines of further development. Implicitly, the document assumed a progressive and automatic expansion of the ICCROM budget and activities. In view of the changing of the attitude of several nations towards international organizations and of the wish expressed by some Member States of ICCROM to impose a ceiling on a continuous expansion of the budget, it is necessary to re-assess the aims of the organization and to present to the Member States a series of projects that they would be willing to support.

The nations supporting ICCROM must realize that the main reason for doing so is the wish to support an international project for conservation, the benefits, costs, qualities and defects of which should be evaluated globally. At a second level. Member States could also consider what direct and indirect advantages they are drawing from their participation in ICCROM; it is demonstrated that such advantages do exist and that funds invested in ICCROM are more cost effective than those allocated to bilateral international conservation projects and are a useful supplement to the money invested at home in national projects.”

The 1986 document went on to note that, while the in-house training programmes continued to be justified, it was necessary to reinforce regional activities. So he highlighted two initiatives: documentation by on-line system, and training *in situ*. The idea of a World-Wide Information System (based on an idea by Giorgio Torraca) took the form of: a) a network of machines and, b) a network of people. A central data bank would continuously receive abstracts of all available literature and unpublished texts. The data bank would be linked by means of satellite connections with reference laboratories in all Member States in a joint venture that collaborated with other important data banks

to obtain the widest coverage of relevant literature. The computer network would also be used as a low-cost communication system. To make such a network feasible, a new generation of conservation experts needed to be trained. ICCROM was already meeting this need at four levels: 1) training, 2) technical assistance, 3) research, and 4) publications, in line with its statutory functions. In terms of budget (which continued to be limited), Erder nevertheless proposed that over the next ten years the permanent staff needed to be increased by about 50% from the 27 members in 1986.¹⁹³

The same document recalled that in the past ICCROM had been able to carry out operations in all parts of the world at a lower cost than other international organizations. It also had good knowledge of local conditions due to the presence of key professionals who had been in contact with it. Many dedicated experts (teachers, former course participants, etc.) would accept to work for fees that were lower than the usual international rates. Finally, there was the experience and dedication of ICCROM staff:

“It might appear that countries which already have advanced conservation laboratories could draw lesser benefit from the existence of ICCROM than developing countries where the conservation organization is relatively young and advanced scientific support is missing. On the contrary, experience proves that actually the most developed countries are able to draw the maximum benefit from ICCROM, because they have plenty of experts who can act as a counterpart to ICCROM and who know how to exploit the opportunities it offers. This is the reason why a major part of the ICCROM programme (a network of people) is designed to increase in each Member State the number of competent people who are able to work as counterparts in a common project.

Developing countries where the scientific support structure is still weak may benefit the most from the technical assistance plan (books, materials, fellowships, ad-hoc training programmes, etc.) and obtain support for the progressive expansion of their technical staff. Developed countries with strong scientific services may benefit particularly from the comprehensive data bank and network of sophisticated expertise. Bilateral programmes in conservation may greatly benefit from collaboration with ICCROM, as the ICCROM network can provide background information, local support and follow-up action not easily available through other means.”¹⁹⁴

In 1986 these proposals might now seem rather utopian, considering that computer technology had not fully developed and the idea of the Internet was only beginning to emerge in the mid-1980s. In the end Erder's proposed policy may not have been fully realized as forecast; but in reality the Internet has provided that international network that ICCROM was proposing in the mid-1980s, even though now, in hindsight more than twenty years later, it looks almost self-evident.

The third Policy statement during Erder's directorship (in 1988) was prepared at a time of budgetary cutbacks when there was a conscious need to make the most of scarce resources. The reduction in the level of contributions of Member States that had been approved by the 22nd General Conference of UNESCO led to the complete revision of ICCROM's budget in 1984. It had to achieve economies, for example by reducing the number of overseas lecturers on courses, selecting speakers who incurred lower interpretation costs, reducing the number of fellowships granted by ICCROM and seeking alternative sources of funding. At the same time, so as to respond to the increasing number of requests, the revised programme reflected a tendency towards greater decentralization and diversification of the activities.

Training and documentation Documentation

The *ICCROM General Policy* of May 1983¹⁹⁵ noted that: "all functions of ICCROM could be synthesized under a single heading: support of the technical organizations in charge of the conservation of cultural property in the Member States." This support could be supplied by:

- a) Distributing stored technical data;
- b) Imparting information to individuals or groups through training systems;
- c) Assisting offices or individuals in carrying out their job;
- d) Finding (or creating) new information, when required, by means of research programmes.

The idea was launched to develop an international system of technical documentation, recording the information in a central computer databank, based on international standards and collaborating with other specialized institutions. Initially developed in the 1970s, personal computers were introduced in the early 1980s, notably IBM PCs for which Microsoft developed its software and which soon led to the production of clones. At the same time, Apple Macintosh introduced to the market their own models which proved particularly suitable for

imaging technology. ICCROM started introducing computers with a Macintosh in Administration, a Wang wordprocessor for publications, and a connection to an IBM mainframe computer for library cataloguing.

Computerization of the library holdings took several years of contacts with a number of institutions. In 1985 ICCROM made an agreement with the Getty Conservation Institute (GCI) to create a common ICCROM-AATA recording system for technical literature. The following year this developed into a bibliographic information database using the structure of the Canadian Heritage Information Network (CHIN) and a network involving ICCROM-AATA, the Canadian Conservation Institute, the Conservation Analytical Laboratory of the Smithsonian Institution and ICOMOS. The new databank known as the Conservation Information Network (CIN) was officially launched at the end of 1987 - after some ten years of planning and testing.

In 1981, the General Assembly invited the Council of ICCROM "to embark on a full-scale investigation of current conservation needs in training, documentation and fundamental research; requests that, in view of the development of an ICCROM policy on a medium-term basis, a full report be given, at its next Session." It should examine the prevailing concepts of conservation training and the forecasts for their future evolution, the possible options, the



FIGURE 5-30
Cynthia Rockwell and Monica Garcia, responsible for ICCROM publications, at the first Wang word processor at ICCROM

role of ICCROM, and ways to reinforce cooperation at different levels.¹⁹⁶ A systematic survey of training programmes in different countries, whether national or international in scope, would allow ICCROM in its role as an international centre to respond and to develop proper tools for its courses. To some degree, this had been the policy during the previous directorship, with its specific programmes for preparing didactic materials and testing training units that could be exported to the national context in Member States. It is in this sense that Cevat Erder wrote in the introduction to his 1983 report to the Council:¹⁹⁷

“The growth in the number of these training programmes has raised new problems and a variety of demands. Some of these call for an immediate response if they are not to lead to insuperable difficulties. As an international centre we try to provide assistance for the exchange of qualified teachers, to ensure requests for didactic material and to exchange information. We feel strongly the need for continuous research and a better understanding of correct conservation procedures. At the same time we realize the dangers inherent in speedy cures and short-term training programmes. We are reluctant to answer these types of request we

avoid a curriculum presented in pill form. We feel that the best solution is to be found in a situation where each country would have its own fully-fledged training programme. Just as in the domains of education and agriculture, basic training in conservation should also commence in the country of origin. This would allow us to develop our energies to refresher courses for trained and experienced technicians.”

As a result, ICCROM was giving increasing attention to the training of potential teachers on conservation courses by means of short training workshops that tested teaching techniques and didactic materials. ICCROM commissioned Marie Guillet, a training consultant, to prepare a report on training. The report (February 1982) was in two parts: the first part on Project for Teacher Training at ICCROM dealt with the different forms of adult training, particularly when undertaken in an international context; the second part, prepared at the request of the Cultural Heritage Division of UNESCO, focused on Training in the Fields of the Preservation and the Restoration of the National Heritage and examined issues of basic training, refresher training, the types of institutions to be involved and the teaching faculty required.



FIGURE 5-31
ICCROM's course participants in spring 1982, on the bank of the river Tiber

In November 1982, a joint UNESCO-ICOMOS-ICCROM International Meeting for Coordinators of Training in Conservation produced clearly defined guidelines.¹⁹⁸ The conference proposed that basic training be offered in the country of origin, but “ICCROM should study the possibility of creating new regional teaching programmes by contributing to their organization.” Great importance was given to training of teaching staff, and it was recommended that “ICCROM should develop its role as a meeting place for the exchange of experiences related to the teaching of conservation; it should facilitate the regular comparison and evaluation of programmes, factors essential to progress.” The conference had an impact on training strategies in ICCROM’s future programmes. One immediate follow-up was the inclusion, in 1983, in the International Architectural Conservation Course of a seminar on teaching in conservation. The seminar was coordinated by Alejandro Alva, Assistant Coordinator of ARC (employed as a staff member from 1 August 1979), and was attended by participants from Portugal, China, Sri Lanka, Belgium, India and USA.

Recognition of the profession of conservator/restorer

The question of the recognition of the profession of conservators and restorers was a recurrent issue of debate. In 1986, Paul Philippot, in an editorial in the *ICCROM Newsletter* 12, touched on this problem in relation to cultural policy.¹⁹⁹ He observed that the increasing popularization of restoration of works of art, and the lack of proper recognition of the profession of restorer, tended to result in the lack of a critical approach and the diffusion of popular fallacies regarding ‘restoration’. He asked: “how many original renderings are destroyed each year to satisfy the cult of bare stone - a pure projection of modern taste onto the ancient monument - unless the point is to replace at all costs the severe monochromy of a neoclassical façade with the ‘traditional’ image of the two tones of stone and brick?”²⁰⁰ Another problem was that of ‘museumification’, a relic of the historicist attitudes of the 19th century. The multiplication of exhibitions tended to alienate the public from authentic works of art, creating a glossy image that may not correspond to the original but may become like a shield to keep visitors (?) away. He proposed that restoration should not be seen as a purely technical task, but should be understood as a critical-cultural problem. Furthermore, proper training in the theory of restoration should be included in the curricula of history of art and archaeology, disciplines that are unfortunately not available in many countries. Finally, he argued, the

proper information and sensitization of the public are of fundamental importance.

Teaching faculty

The teaching tools that ICCROM developed over the years included the international courses, which became a kind of model that could be applied in different circumstances and were a real capital investment for the organization. Structure was not enough but needed to be complemented by appropriate staff and didactic materials. ICCROM’s professional staff members contributed to teaching, and there were temporary assistants who helped run the courses. These were usually former participants of the same courses, who could consolidate their know-how and later apply it in their home countries. A good proportion of former ICCROM participants soon advanced to leading positions in their countries. Another training tool consisted of the international faculty that was invited to teach. Even qualified national experts needed an adjustment period to be able to communicate with the international audience of the courses whose members had different backgrounds and often different languages.

Theory vs practice in training

One of the principles of ICCROM’s training programmes was to combine theory and practice. This had always been the idea in the development of the Architectural Conservation Course (ARC). The surveys by participants of ARC of historic buildings in Rome and in historic urban areas in Capua (1971) Tivoli (1972) and Trogir (1974) in Yugoslavia were undertaken in close collaboration with the relevant authorities; some even led to publication of their results.²⁰¹ Study tours in the Mediterranean region complemented the teaching, benefitting from the international collaboration that developed in the 1970s and taking advantage of national case studies in various countries. All teaching used documentary material, handouts and bibliographies. Lecture notes prepared by faculty members for use on the course were sometimes later published as a series of simple but informative handbooks.

The International Course on the Conservation of Mural Paintings presented a parallel though slightly different situation. Jointly organized with the *Istituto Centrale del Restauro* (ICR), it drew upon the theoretical and practical experience of the ICR and the research undertaken by Philippot and the Moras. The courses demonstrated conservation theory during field projects such as that at Sermoneta that required a systematic analysis of the significance and state of conservation of selected mural paintings.



FIGURE 5-32
The International Architectural Conservation Course (ARC84) during a field trip to Ferrara, guided by City Architect Carlo Cesari (in the centre) and Jeanne Marie Teutonico (right)

Didactic materials for science and technology

In the mid-1970s, Giorgio Torraca had conceived the Course on the Fundamental Principles of Conservation (later named Course on Conservation Science and then, from 1981, Scientific Principles of Conservation). This course was innovative in bringing together many different disciplines but needed proper teaching materials that did not exist. ICCROM therefore collaborated with specialized institutions and laboratories on a series of research projects with the aim of providing the necessary



FIGURE 5-33
A didactic card on quarrying prepared by Peter Rockwell for training in stone conservation

teaching tools. The research also led to the collection of samples of materials and bibliographies on specific subjects. In 1984, Gaël de Guichen noted that there had been several international conferences which had repeatedly requested ICCROM to help improve the circulation of didactic material, not an easy task. UNESCO had already reported that Africa was most in need of conservation training. This called for a special effort to assist by means of a technical assistance programme and providing information on didactic material that could be reproduced or purchased.²⁰²

The need to train the trainers led to a series of seminars on the Formation of Didactic Materials and Teaching Skills, co-ordinated by Robert Ferguson (Institute of Education, University of London). Their aim was to improve different aspects of teaching skills. The seminar was first organized in 1984 in the form of a five-day seminar at the end of regular ICCROM courses, thus allowing their participants to opt to take part. The increasing interest in this course led it to be held annually and then to be prolonged to two weeks. In the 1990s, the course was integrated into PREMA and associated programmes, with the systematic involvement of former teachers and participants and regular programme reviews. Based on their involvement with these seminars, Robert Ferguson and Elizabeth Pye prepared a joint publication, *Our Students and Ourselves*, in which they concluded the introduction as follows: “Our long-term goals should be to design courses which encourage growth, critical thinking and the ability to take appropriate creative action in specific contexts. We take the approach of educators who believe in the importance of information and the development of skills. In the last analysis, however, we are concerned with educational processes which outlast individual courses and combine knowledge and training with practical activity. It is an activity which is the business of our students and ourselves.”²⁰³

Research Training Units and related field projects

Initially, ICCROM’s research budget was spent mainly to support international meetings to exchange information and report on research. With the increasing number of all types of meetings, ICCROM decided to focus on specialized meetings of limited numbers of experts and on practical ways of stimulating research in conservation by promoting national projects and co-operating through panels of experts. It had a small Research Unit which had been working on a number of projects associated with building materials.



FIGURE 5-34
Mortar mixture being prepared by a team directed by G. Torraca (in picture: Jef Malliet)

At the end of 1978 some fellowships became available from the European Economic Community (EEC), and these were used to provide advanced training for former ARC course participants. In 1978-79 two units, each composed of two students and guided by a specialist in the field concerned, were working on petrography and on mechanical testing, using the facilities of the University of Rome. With new scholarships made available, a second phase continued

from 1980 to 1981 under the direction of Torraca, focusing on the preparation of lime mortars mixed with different additives, and testing their mechanical, chemical and physical properties. In the next phase in 1982, the mortars were used for grouting experimental walls and testing the results which were then applied for consolidating murals in a restoration project at the archaeological site of Pompeii under the supervision of Paolo and Laura Mora. The project concerned the restoration and protection of part of the courtyard decoration in the House of the Menander, including the design of a protective shelter.²⁰⁴ The grouts were further tested on consolidation of mosaics at a Roman villa at Lauro di Nola (Italy).

The results were presented at the third conference of the International Committee for the Conservation of Mosaics (Aquileia, Italy, October 1983), organized by ICCROM under the patronage of the local authority and the support of UNESCO and the Italian Department of Fine Arts.²⁰⁵ These results proved particularly useful for the consolidation of fragile archaeological sites and mosaic walls. The testing confirmed that the grouting did not cause negative side-effects. The Research Training Units and the development of low-cost but efficient teaching tools aimed at providing materials that could be exported to various regions. The Units became another useful training tool that was used in different problem areas including conservation of mural paintings, mosaics and archaeological sites and for structural consolidation in industrial archaeology.



FIGURE 5-35
Conservation of wall paintings in Pompeii



FIGURE 5-36
Conservation of mosaics in Torcello



FIGURE 5-37
World Heritage Committee meeting in Phuket (Thailand, 1994) J. Jokilehto (ICCROM), H. Cleere, J-L. Luxen and C. Añón Feliu (ICOMOS)

Projects undertaken on contract

The long-term project agreed in 1979 to assist the Department of Fine Arts of Thailand with increasing the professional competence of its staff in the conservation of mural paintings continued under the co-ordination of Paul Schwartzbaum. Under UNESCO contract ICCROM in 1983 conserved wall paintings and external murals in the Temple of Kubyaukgyi at Pagan in Burma, the first phase of a pilot project that continued in the following years, co-ordinated by Schwartzbaum

and Donatella Zari together with four trainees and two chemist-restorers of the Department of Archaeology.²⁰⁶ As part of the project, the experimental hydraulic lime technique already developed by the ICCROM mortars Research Training Unit was used in external test areas. Similar projects took place in Italy with Giorgio Torraca and Paolo and Laura Mora provided expertise on stucco restoration in Palladian buildings in Vicenza and Padua.

In 1981 ICCROM started participating in the UNESCO-funded projects for the conservation of mural paintings in Montenegro that have already been mentioned, leading to publication of a book describing the post-earthquake situation for fund-raising purposes.²⁰⁷ Under UNESCO contract, ICCROM sent architect Giorgio Lombardi (Italy) to advise the Algerian Directorate of Antiquities, Archaeology, Monuments and Sites in drawing up a restoration programme, and to advise on development of a pluri-disciplinary team for the restoration of Al Qala'a of Beni Hammad, a site inscribed on the List of World Heritage in Danger. Many of these projects included training components and in many cases ICCROM invited professionals linked with the projects to attend specialized courses at ICCROM.

International and regional collaboration

ICCROM continued its collaboration with the Regional Centres of UNESCO such as the Arab



FIGURE 5-38
UNESCO monitoring mission to the first six Chinese World Heritage sites in 1988 (Bernard Feilden, Carlo Giantomassi and Jukka Jokilehto, in Taishan); in the picture Feilden signing a visitor book



FIGURE 5-39
Mogao Caves, China, inscribed on the World Heritage List in 1987

Regional Centre in Baghdad, and with national conservation centres, for example the National Research Laboratory for Conservation in New Delhi. Under the direction of O.P. Agrawal, Honorary Representative of ICCROM for South and South-East Asia, it was to play a role for the benefit of the entire region in terms of information management, training and technical cooperation, organizing regional conservation workshops on various topics.

Of the UNESCO Regional Centres, ICCROM helped organize in 1983 a course on the Conservation of Arabic-Islamic Architecture in Baghdad and supported the training activities of SPAFA in Thailand. It also provided support to Colin Pearson at the UNESCO Regional Conservation Centre at the Canberra College of Advanced Education in Australia which was developing a five-year plan for the development of conservation in the region.

In 1981, ICCROM signed an agreement with the Tokyo National Research Institute of Cultural Properties to second Katsuhiko Masuda to UNESCO, and from UNESCO to ICCROM, to carry out a training programme for western restorers in the traditional techniques of restoration of oriental art objects on paper. The large number of applications led to the agreement being extended to 1984 and eventually it resulted in a regular international course

on paper conservation held in Japan, with others held in Austria.

PREMA Programme for Sub-Saharan Africa

As a logical follow-up to the regional initiatives undertaken in Sub-Saharan Africa since 1981, ICCROM decided to establish a Course for Preventive Conservation for Technicians and Restorers Working in African Museums South of the Sahara (PREMA). As Patrick Wamulungwe, Secretary of the Zambian National Heritage Conservation Commission, said in a speech in Livingstone: “Preventive conservation is an applied skill that involves thinking about, planning and designing facilities and implementing effective and efficient procedures to guarantee the safety of museum collections at minimum cost, but maximum efficiency.”²⁰⁸

The first PREMA course targeted French-speaking Africans and took place in late 1986, with the participants who successfully passed the exams being awarded a diploma from the *Université de Paris I, La Sorbonne*. Co-ordinated by Gaël de Guichen together with Catherine Antomarchi and two assistants, the course was financed through fundraising, the first important fundraising campaign of ICCROM and one that raised nearly US \$400 000. Some of this money was earmarked for research and for preparing the second course targeted at English-speaking African countries. In the short term, the objective of PREMA was to teach fundamental principles of conservation (prevention and maintenance) adapted to African museum collections. In the long term the aim was “to ensure the conservation of the African cultural heritage and to establish a network of African professionals who can take charge of training related to preventive measures for the conservation of African cultural property.”²⁰⁹ Initially ICCROM organized the course in Rome for lack of a suitable location in Africa, but in the long-term the aim was to transfer the course to Africa once the necessary conditions had been guaranteed.

Other training outside ICCROM

ICCROM staff was increasingly participating in organizing and teaching conservation training programmes in different parts of the world. Examples in 1985 include the Course on Preventive Conservation (Cairo and Edinburgh); an International Course on Preventive Measures for the Protection of Cultural Property in Earthquake-Prone Regions (Skopje, Yugoslavia); a Course on Climate Control at the University of London; a Conference on Preventive Conservation in Museums (York, UK); a Course on Humidity in Historic Monuments (Lucknow and Goa, India); and a Post-Graduate



FIGURE 5-40
Japanese paper course at ICCROM (Katsuhiko Masuda)



FIGURE 5-41
PREMA programme; ceremony in Ghana

Course on Introduction to the Conservation of Cultural Property (University of Victoria, Canada); a Summer School at the Institute of Archaeology, University of London; a Workshop on Structural and Functional Rehabilitation of Housing in Historical Buildings located in Seismic Regions (Mexico City, Mexico); a Course on the Conservation of Historic Structures at the University of York, UK; a Seminar on Climate Control (Belo Horizonte, Brazil); a Course on the Conservation of Mural Paintings (Bogota, Colombia); a Regional Postgraduate Course on the Principles of Architectural Conservation, in Havana, Cuba; and a Conference on Care and Preservation of Ethnological Materials (Ottawa, Canada). Several of these courses were repeated, even becoming regular training programmes.

ICCROM also hosted foreign university programmes at its premises in Rome, organizing suitable tours in Italy. A four-week conservation course for students of Yale University, organized by Torraca in collaboration with Laura and Paolo Mora, included working sessions at the archaeological site of Pompeii. Similar courses were organized for students of several universities, especially from the USA and Canada, but also from various European countries.

Course on Principles of Architectural Conservation in Havana, Cuba.

In 1986, the list of collaboration included a Course on the Conservation and Maintenance of Archaeological Sites (Easter Island, Chile); a Course on Preventive Conservation (Niamey, Niger); a



FIGURE 5-42
A street in the historic centre of Havana, Cuba



FIGURE 5-43
Paint examination during the International Wood Conservation Course in Norway

Wood conservation course

In response to a recommendation from UNESCO's General Conference in 1980, ICCROM agreed with the Norwegian authorities to organize the first International Course on Wood Conservation Technology at the Norwegian Institute of Technology in Trondheim. The six-week course was organized in co-operation with the Norwegian Institute of Technology, the Central Office of Historic Monuments, Norway, and the ICOMOS National Committee for Norway with the sponsorship of UNESCO, the Norwegian Ministry of Environment and ICCROM. Twenty participants attended, each representing a

different country. From then on, the course became a regular training programme held every two years, alternating with the Stone Conservation Course in Venice. The course moved later from Trondheim to the premises of the Norwegian *Riksantikvaren* in Oslo.²¹⁰

The initial idea of the course, deriving from ICCROM's previous experience of international training for already experienced professionals, was to focus entirely on technical and scientific issues. But further reflection concluded that the course, though strictly specialized, required a solid methodical approach based on conservation theory. It developed into an interdisciplinary training programme, dealing with the theoretical and practical aspects of wood conservation. The programme followed a logical development from the felling of timber to construction, analysis of causes of decay, and approaches for providing remedies. As with other ICCROM courses, the programme was gradually improved over time based on regular evaluations while maintaining the highest technical and scientific standards.

Reflection on the period 1981-1987

Cevat Erder had a solid training in the European cultural tradition but, coming from Turkey, he was nevertheless fully aware of the problems faced by developing countries. His directorship is marked by the beginning of serious attention being paid to regional programmes, of which PREMA for Sub-Saharan African museums was the first and followed by many others. With the increasing attention to regionalization, ICCROM concentrated on developing teaching skills for trainers and preparing didactic material. Continuous contact with UNESCO, ICOMOS and ICOM opened up opportunities for new developments, including wider participation in the World Heritage Convention of UNESCO and a consequent increase in international technical cooperation and capacity-building where ICCROM already had strong experience.

In a certain sense, Erder's period concluded the initial phase of ICCROM's history, which had started with Plenderleith and had created the foundations for its further development. At the same time, Erder also opened up the next phase that came to deal with new and ever more global challenges, involving an increasing diversity of issues in the different regions of the world.



FIGURE 5-44
The first ICCROM Directors: Bernard Feilden (1977-81), H.J. Plenderleith (1959-1971), Cevat Erder (1981-1988) and Paul Philippot (1971-1977)

New global challenges (1988-2005)

Period of conflicts and catastrophes

The period from 1988 to the end of the 1990s was characterized by wars and revolutions. It was a period of accelerated globalization, marked by the establishment of the World Trade Organization (WTO; from 1 January 1995) designed to supervise and liberalize international trade. In 1989 a revolutionary wave overwhelmed Central and Eastern Europe, resulting in changes of regime. In the 1990s many former Socialist countries introduced a market-oriented economy which led to greater privatization. Much built heritage that used to be public property started to be taken over by private institutions. In many cases, legal frameworks needed to be revised to take account of the gradual broadening of the concept of cultural heritage. The strong impact of this period's trends on cultural heritage and its protection affected the policies and strategies of ICCROM.

This was the period of the Polish Pope, John Paul II (1978-2005), as the head of the Catholic Church and Mikhail Sergeyevich Gorbachev, the last General Secretary of the Communist Party of the Soviet Union (1988 to 1991). The two were protagonists who contributed to changing the world. Some major reforms in Hungary and the workers' Solidarity Movement in Poland in 1988 were incentives that led in 1989-1990 to the collapse of the Iron Curtain that had divided West and East Germany since 1948. The political, social and economic changes did not

come without conflict. The Union of Soviet Socialist Republics (USSR) disintegrated in 1991, and the Socialist Federal Republic of Yugoslavia split into several independent states during the 1990s. The bloody war of Bosnia-Herzegovina (1992-1995) was just one of the consequences.

Other landmark events were the siege of the Golden Temple in Amritsar (India), the conflict in Tienanmen Square in Beijing, and the PLO proclamation of the State of Palestine in Algiers in 1988-1989. In Algeria the emergence from the first multi-party elections in 1991 of the Islamic Salvation Front initiated a decade of conflicts, causing the deaths of thousands. The Persian Gulf War was fought from 2 August 1990 to 28 February 1991. The period also marks the end of apartheid in South Africa, resulting in the election of Nelson Mandela as President of the country in 1994. Robben Island where he was held prisoner was inscribed on the World Heritage List of UNESCO in 1999, based on two criteria: "Criterion (iii): The buildings of Robben Island bear eloquent testimony to its sombre history. Criterion (vi): Robben Island and its prison buildings symbolize the triumph of the human spirit, of freedom, and of democracy over oppression." In its way, this justification also symbolizes the significance of this period in modern world history.

The *Hague Convention for the Protection of Cultural Properties in the Case of Armed Conflict* (1954) had not proven effective in the armed conflicts. As a result, in 1999 UNESCO adopted the *Second Protocol*, aiming at clarifying the roles



FIGURE 6-1

A former inmate of the prison of Robben Island (South Africa), now working as guide to visitors at this World Heritage site

and responsibilities of the different protagonists in the case of an armed conflict. At the same time, a group of NGOs, including ICOMOS, IFLA and ICOM, and under the auspices of UNESCO and ICCROM, formed the International Committee of the Blue Shield (ICBS), whose mission it is to work for the protection of the world's cultural heritage by co-ordinating preparations to meet and respond to emergency situations. In March 2001, notwithstanding high-level negotiations, the Taliban regime destroyed the two gigantic Buddha statues in the Bamiyan Valley in Afghanistan. In 2003 the 32nd session of the UNESCO General Conference unanimously adopted the *UNESCO Declaration Concerning the Intentional Destruction of Cultural Heritage*, where it expresses “serious concern about the growing number of acts of intentional destruction of cultural heritage.”

The increasing globalization and destruction of the environment was reflected in a growing ecological consciousness that introduced the notion of environmentally sustainable development and the fight against poverty, as expressed in the Brundtland Report of the United Nations World Commission on Environment and Development that was published in 1987 as *Our Common Future*. In 1989 UNESCO adopted the *Recommendation on the Safeguarding of Traditional Culture and Folklore* and in 1992 its World Heritage Committee decided to use the notion of ‘Cultural Landscape’. In 1998 UNESCO created the international *Proclamation of Masterpieces of the Oral and Intangible Heritage of Humanity*, which led the way to the *UNESCO Universal Declaration of Cultural Diversity* in 2001, the *Convention for the Safeguarding of the Intangible Cultural Heritage*

in 2003, and the *Convention on the Protection and Promotion of the Diversity of Cultural Expressions* in 2005. All this has significantly broadened the basis of our understanding of heritage, the management and conservation of heritage resources, and the shift towards culturally sustainable development.

Quo vadis ICCROM? (1988-1992): the directorship of Andrzej Tomaszewski

By coincidence Professor Dr. Andrzej Tomaszewski (1934-2010) who was elected Director of ICCROM in May 1988 was from Poland, the country that was making such an important contribution to changes in the world. Tomaszewski had graduated in architecture and history of art at Warsaw Technical University, continuing his studies at the University of Poitiers in France and at the School of the History of Architecture of Rome University ‘La Sapienza’. He also attended one of the early ICCROM Architectural Conservation Courses in 1969. He was Professor and Director of the Institute of History of Architecture and Art at the Warsaw Technical University, a



FIGURE 6-2

Andrzej Tomaszewski, fifth Director of ICCROM (1988-1992) (photo P. Del Bianco)

renowned lecturer at several universities including Berlin and Mainz, participated in archaeological excavations and had published widely on art history, architectural conservation, and training. He was a member of the UNESCO National Commission of Poland and the national committees of ICOMOS and ICOM. In 1984 he founded and was the first President of the International Training Committee of ICOMOS (CIF) which brought together some foremost personalities such as Raymond Lemaire, Bernard Feilden, Derek Linstrum and Cevat Erder.²¹¹

Reviewing ICCROM policies

In reporting to the Council on activities in 1988,²¹² the Director pointed out that at the beginning of his mandate the activities had already been planned by his predecessor. But he noted that the premises that had been promised by the Italian Government had not been forthcoming as expected and required special attention. He also pointed out some other issues that deserved priority, such as training in Member States, collaboration with Italian training and research centres, increased collaboration with ICOMOS and ICOM under the patronage of UNESCO and developing an organization-wide computer network and data-base management system.

In May 1990 Tomaszewski presented the 16th Session of ICCROM Council with *The Long-Term Plan of ICCROM*, aimed at guiding its development over the next ten years (1990-2000). There he summarized the achievements of the organization over the past 30 years and assessed the challenges to be faced:

“ICCROM’s activities have expanded in an impressive manner. Having commenced with a post-graduate course in architectural conservation, we now have several courses both at and away from headquarters which cover many sectors of conservation. Instead of the small library of its early days, ICCROM now has the richest specialized library as well as a documentation centre which is systematically developed and modernized. Through missions and joint projects, ICCROM’s presence in its Member States, as well as countries which are not yet members, increases each year. There are now over 85 publications. All this is due to the four former directors and the staff of ICCROM, with the assistance of Council and its committees. These accomplishments are the result of combined efforts to carry out an extremely difficult task, and they deserve our utmost gratitude. Hats off to you all!

During this period, not only ICCROM has changed and developed. The international

situation in the fields of training and research now bears little resemblance to that of 30 years ago. Post-graduate training programmes, which were then virtually non-existent, have proliferated and their level has risen. Research has also taken a great leap forward. We have seen a rapid evolution in both fields in many countries, including developing countries, a fact that gives us great pleasure. ICCROM’s influence - its encouragement, promotion and assistance - both direct and indirect, can be seen. We are spreading our message, as are our colleagues in non-governmental organizations such as ICOMOS and ICOM.

The external situation has changed so much that we must ask ourselves this question: Quo vadis ICCROM? What should be its current and future international role, and what activities should it pursue? Should we concentrate on perfecting our current activities, or tackle new tasks and launch new activities? If so, should we define our tasks anew? Without a doubt, we need to modify our present activities so they better correspond to the present and future international situation. We need to begin to develop new activities, so as not to be left behind and to preserve the pivotal position of ICCROM in the international structure for preserving the cultural heritage. At the age of 30, ICCROM should relive its youth.”²¹³

Tomaszewski based his plan on an analysis of the established programmes and the statutory functions of ICCROM. “The word ‘study’ in ICCROM’s formal name - ‘International Centre for the Study ...’ - clearly indicates a combination of research and training. If these two elements were not in balance, the name would have to be changed to either ‘Centre for Research’ or ‘Centre for Training.’” Consequently, regarding documentation, the plan indicated that:

“ICCROM’s role is to be a clearing-house of documentation for conservation researchers, trainers and technicians throughout the world. ... In order to inform interested persons and organizations, therefore, an efficient system for acquiring up-to-date information about on-going research and the training situation should be developed. The amount of data that has to be registered, evaluated and diffused increases rapidly and, in spite of modern techniques in data processing and communications, this task lies beyond the competence of ICCROM.”

This task should be fulfilled within an ‘International Conservation Network’, consisting of

international organizations and members of specialized international committees in the field of conservation. The computerized databank would maintain up-to-date bibliographies, research in progress, data on heritage conservation and on training and trainers. Publications should use the simplest and least costly techniques on recycled paper.

The second statutory function relates to research. ICCROM Staff could research conservation theory, methods of examination, and methods of conservation training while ICCROM Fellows could pursue individual research projects on specific conservation problems. Regarding co-operation on an international scale, there “has been almost no corresponding global policy or coordination in this field.” The first step would be an agreement between UNESCO, ICCROM, ICOM and ICOMOS. The role of Associate Members was considered important regarding research. Tomaszewski proposed to develop a long-term programme of scientific co-operation, i.e. a programme of common research policy. Meetings would play an important role in development of research, and “ICCROM has the calling and the duty to become the principal centre for scientific meetings organized, depending on the circumstances, in co-operation with other international organizations, but this objective is difficult to implement without proper space.”²¹⁴

The third statutory function was assistance to Member States through expert missions. Tomaszewski considered this very important particularly for developing countries. The needs were enormous and ICCROM’s resources were limited. It needed a clear policy:

“We must establish a long-term programme of cooperation with all our Member States. ICCROM is an intergovernmental organization, and therefore our permanent partners are and should be governments, represented by the official agencies appointed to collaborate with us (these vary depending on the country: ministries of culture, ministries of education and others) as well as their embassies in Rome. Contacts with our Member States cannot be merely occasional - at the General Assembly, say, or during an ambassador’s call on the director, or once a year when candidates for training are presented.”

The fourth statutory function was training. This had become perhaps the most important of ICCROM’s functions, having become known worldwide primarily for training. “Given the current situation of training internationally, we must carefully consider what ICCROM’s present and future training function



FIGURE 6-3

ICOMOS-ICCROM training meeting in Ferrara: Davide Mantovani (Vice Mayor of Ferrara), Anne Raidl (UNESCO), Luigi Covatta (Vice Minister for Culture, Italy), Andrzej Tomaszewski (Director, ICCROM) and Roberto Di Stefano (President of ICOMOS)

should be. I do not believe that rote repetition of the present course programme corresponds to the needs of our time. We are thus beginning to introduce a complex system, following our statutes, which call us not only to organize courses in Rome, but also, if not primarily, to organize, supervise and coordinate training in our Member States.” The plan proposed three types of training programmes: national, international, and the central (in Rome). Rome training should not duplicate what was on offer elsewhere. The priorities should be training of trainers and post-graduate training for practitioners in areas where it does not yet exist. Basic training could also be undertaken partly in Rome, partly in the regions concerned, as with the PREMA project.

In May 1992, the Long-Term Plan was complemented by ICCROM’s Training Policy²¹⁵ responding to a request of the Academic Advisory Committee at its meetings in 1991. This document noted present needs, the management of resources, the development of new training programmes and recommended a regular assessment of all ICCROM training programmes. It then made proposals for the future training role of the organization. A second document, presented to the Council in February 1993, was titled ICCROM’s Research Policy,²¹⁶ following a similar overall scheme in analysing the trends in scientific research for conservation and ICCROM’s past research activities. These were articulated as: a) research connected with training programmes (Research Training Units), b) other small-scale

research projects, c) organization of conferences and meetings on specific topics, and monitoring research activities. Tomaszewski considered that priority at ICCROM should be given to training. But since research was essential to advance the conservation field and the quality of training, it was important for ICCROM to “foster the co-ordination of information and establishment of priorities.” An increase in funding would be advisable.

Budget, premises and Statutes

On the whole this period was not an easy one, requiring some difficult decisions to be taken which in the long run contributed to strengthen the organization. There was increased stress on the staff of ICCROM but much of the weight of the work fell on the Council. Some of the challenges were related to finances, others to management inside the organization but also to the changes in the international context. ICCROM’s budget was dependent on the US Dollar, which was relatively strong around 1980, but declined rapidly from 1981 to 1985. It rallied again until 1988 only to be followed by a new fall around 1990. Consequently, the finances of ICCROM needed particular attention, which also meant a continuous involvement of the members of the Finance and Programme Committee (FPC). It was also noted that the old financial management was not adequate to meet the present-day requirements.

Following the Agreement of 27 April 1957 between UNESCO and the Italian Government for the establishment of ICCROM in Italy, the Ministry of Foreign Affairs announced in 1970 that the Centre

should be given premises in the ex-hospice of San Michele in Rome. In 1974 it had confirmed the space in the northern courtyard for the Centre, and architect Andrea Bruno from Turin had prepared an architectural project which was approved for implementation in 1983. In practice, however, the works had not followed the project as intended. Consequently, ICCROM initiated a series of negotiations with the Italian authorities which ultimately were concluded by Charles McGee and the Chief of Staff of the Ministry of Culture, Salvatore Italia. The agreement clarified the spaces assigned to ICCROM while adding a laboratory space to be provided along the south side of the courtyard. The Italian Government would continue to cover the expenses of heating, lighting and cleaning of the premises assigned to ICCROM, as well as the cost of security starting in January 1992.

The role of the Council was important in this period. The principal protagonists were the following: from 1988 to 1990, the Liliane Masschelein-Kleiner (Belgium) was Chair, Peter Lasko Chair of the Finance and Programme Committee (FPC) and Helmut Bansa (Germany) Chair of the Standards and Training Committee. From 1990 to 1992, the Chair of the Council was Charles Gruchy (Canada); Chair of the FPC was Lambertus Van Zelst (USA), and the Chairs of the newly-named Academic Advisory Board (AAB) were Colin Pearson (Australia) and Mansfield Kirby Talley, Jr. (Netherlands). The two committees, FPC and AAB, actively contributed to the revision of the operational structure and the development of new strategies. In order to design a new operational system and framework for ICCROM, the Council decided to form a Management Committee of the Council to work alongside the Director. The Committee appointed Charles McGee, a senior manager from Canada, as Deputy Director of ICCROM. He was employed on a Consultancy Contract (15 July 1991 to 15 June 1992) and was responsible for administration and management of personnel.

In 1991 the Council appointed an Ad Hoc Committee for Revision of the ICCROM Statutes and Staff Rules.²¹⁷ The General Assembly of ICCROM adopted the revised Statutes on 21 October 1993. While in the previous version (1979), there was a statement about ICCROM’s functions that simply referred to documentation, research, consultation, and training, the new version (1993) added a fifth function related to awareness. It also first specified ICCROM’s function in more general terms:

“The ‘International Centre for the Study of the Preservation and Restoration of Cultural Property’, hereinafter called ‘ICCROM’, shall



FIGURE 6-4
Ernesto Borrelli, responsible for ICCROM Laboratory (1992-2007)



FIGURE 6-5
Members of ICCROM's Standards and Training Committee in Winterthur, Delaware, USA (Nobuo Ito, Cynthia Rockwell, Johan Lodewijks, Paul Perrot, Rakhaldas Sengupta, Agnes Ballestrem, Cevat Erder and Vasile Dragut)

contribute to the worldwide conservation and restoration of cultural property by initiating, developing, promoting and facilitating conditions for such conservation and restoration.”

The training function, in point ‘d’, was re-defined, and a function related to raising awareness was added as point ‘e’:

- a. “collect, study and circulate information concerned with scientific, technical and ethical issues relating to the conservation and restoration of cultural property;
- b. co-ordinate, stimulate or institute research in this domain by means, in particular, of assignments entrusted to bodies or experts, international meetings, publications and the exchange of specialists;
- c. give advice and make recommendations on general or specific questions relating to the conservation and restoration of cultural property;
- d. promote, develop and provide training relating to the conservation and restoration of cultural property and raise the standards and practice of conservation and restoration work;
- e. encourage initiatives that create a better understanding of the conservation and restoration of cultural property.”

The Statutes were revised extensively where concerned with the roles and functions of the Membership, Associate Members, the General Assembly, the Council and the Secretariat, as well as on withdrawal from Membership and Associate Membership. Rules were added on financial procedures. An article (14) was added regarding ‘Dissolution’ of the organization.

The new Statutes also promoted the title of ICCROM’s Director to Director-General, a title to be used by Tomaszewski’s successors. In 1988 he appointed Gaël de Guichen and Jukka Jokilehto as Assistants to the Director, approved by the Council the following year. Other appointments were Duane Chartier as Coordinator of the Scientific Programme (1987-1989) and Marisa Laurenzi Tabasso as Chief of the Science and Technology Programme from 1991. She was seconded by the Italian Government, having already collaborated with ICCROM in several occasions while on the staff of the *Istituto Centrale del Restauro*. Elena Fiorini, one of the first to join ICCROM at its foundation in 1959, retired on 30 July 1992 after 33 years of service.

The Operational Structure of ICCROM, already anticipated by Cevat Erder in 1988, was further elaborated and refined in collaboration with Charles McGee. It included accurate descriptions of jobs and responsibilities for personnel and the organization of functioning mechanisms, communication lines and structures. These were strengthened by committee work: the Management and Policy Committee was responsible for reviewing general policy and co-ordination between the departments, while the different programme activities had their own co-ordinating units: the Scientific Committee, the Library Committee, the Communications Committee, the Technical Assistance Committee, the Scholarship Committee, and so on. Projects meetings and General Staff Committee meetings ensured collaboration, inter-relation and understanding among the departments and their personnel. Work was also done in order to create a corporate culture and image.

In February 1990 the ICCROM Staff Pension Committee held its first meeting to approve the terms of reference, composition and rules of procedure of the Committee. The Committee consisted of representatives of the Member States, ICCROM Staff and the Director. Paolo Pegazzano acted as secretary.

Associate Membership

According to its Statutes, ICCROM could have Associate Members in addition to the Member States. By 1990 ICCROM had 82 Member States and 93 Associated Members. The latter included



FIGURE 6-6
Pietro Baldi and Enrico Carra, responsible for maintenance and logistics at ICCROM

universities, laboratories, museums and national conservation institutes. These represented an important resource and different types of collaboration had been organized by several of them. Normally the Director's Secretariat handled the services to members but at the beginning of 1990 this task was entrusted to Paolo Pegazzano, ICCROM's Administrator. On the basis of the proposals contained in the Long-Term Plan and of an agreement signed between ICCROM and the city of Ferrara, the second international meeting (11-12 May 1990) was organized in the ex-convent of St. Spirito with participants invited as guests of the city. The subject of this meeting was collaboration between Associate Members and ICCROM. About 34 representatives participated, and were divided in three groups: architecture, science and technology, and management, co-ordinated respectively by Derek Linstrum, Lambertus van Zelst and Sir Bernard Feilden with the concluding session chaired by Charles Gruchy, Chairman of ICCROM Council.²¹⁸ The meeting provided useful advice for the further developing the role of ICCROM's Associate Members but in the long run it proved not sufficiently productive and was later discontinued, to be replaced by a concept of partnerships associated with specific programme activities.

Administration and computerization

In 1988 ICCROM set up a Computer Technical Unit to advise on and implement a system of computerization, based on a review by Duane Chartier in 1987. The Unit's members were Duane Chartier, Jef Malliet,

Cynthia Rockwell, and Monica Garcia. Malliet, advised by Chartier, designed the new computer system which was specified for Administration but not envisioned solely as an accounting system but as adaptable to an entire set of operations. From January 1988, accountancy was gradually shifted to the new system which became fully functional in July 1989. In that year, ICCROM purchased 13 new computers and various peripherals for the staff and, with the help of the GCI, the old Library system was replaced with three new computers. The publications office was equipped with a high-performance system for in-house editing of publications. The ICCROM Mailing List was transferred from the old Wang computers to an IBM-compatible format, and its structure modified for a more logical interface and use. The introduction of the new systems also involved training of personnel.

Development of programme activities

In the Long-Term Plan, referring to the International Wood Conservation Course in Norway, the Director proposed that a network of similar international courses could be developed in different sectors of conservation. Indeed, some were already in operation such as the courses in the conservation of the earthen architectural heritage held in Grenoble. In addition ICCROM needed to establish close partnerships with national conservation centres, of which many were Associate Members of ICCROM, to promote the development of their activities and improve their capacity. Training offered by ICCROM in Rome should not duplicate that given elsewhere, but enhance it at a higher level in three directions.²¹⁹

- a. In areas where training is already well developed, ICCROM should focus on the training of teachers and researchers.
- b. In fields where training does not exist yet, ICCROM should aim at organizing model post-graduate training for practitioners.
- c. ICCROM should undertake basic training partly in Rome and partly elsewhere so as to improve the catastrophic situation in various developing regions.

Of the regular annual in-house training programmes in Scientific Principles of Conservation (SPC) and Mural Paintings Conservation (MPC), ICCROM decided to suspend the courses in 1991 for the purpose of evaluation, effected by sending a questionnaire to past participants. Ninety percent of the former participants of SPC and 97% of MPC indicated that they agreed with the present objectives and the general outline of the courses. The principal

SPC lecturers in particular wanted to see a greater uniformity of the course structure and a better integration of each unit into the whole. For both courses there were suggestions to include more topics in the course syllabus, possibly extending their durations. The responses indicated that the relatively short duration of MPC would not permit the training of newcomers and so a more stringent selection process was needed. In stressing the international character of the courses – already taught as part of the critical methodology – ICCROM should include more examples from other world regions. This would mean developing training elsewhere at the regional level, for which, as the responses showed, there was need at a basic level in the different countries. There was general praise for the MPC worksite usually organized outside Rome, but there was also a demand for more time for individual study at ICCROM.²²⁰

ICCROM had a long-standing collaboration with the City of Ferrara and the City Architect, Carlo Cesari, for hosting the ARC course of ICCROM while studying the topic of urban and territorial conservation. With the arrival of Tomaszewski as Director, ICCROM made a further agreement with the Mayor for the organization there of annual seminars on conservation. In October 1989 Ferrara and ICCROM organized in co-operation with UNESCO and ICOMOS the first of these annual events on The Development of Post-Graduate Training in Architectural and Urban Conservation. Sixty Directors of conservation training and representatives of international organizations attended the seminar. The concept of architectural heritage had increasingly broadened in recent decades, producing profound changes and new directions. A large number of institutions was involved, and the teaching methods had to be adapted to widely varying circumstances. The whole issue of training of professionals needed to be introduced into the scope of ‘integrated conservation’, taking into account the complexity of the issues and the need for interdisciplinary planning and execution of projects.²²¹ In November 1991, there was another international seminar entitled Education in Conservation at an International Level - past experiences and future needs, again organized in collaboration with UNESCO, ICOM, ICOMOS and the City and University of Ferrara.

In 1991 ICCROM signed a convention with the Ministry of Foreign Affairs of Italy (Bureau of Co-operation with Developing Countries) to prepare a new training programme. The Ministry had already organized similar training in Florence but this seven-month extra-budgetary Architectural Conservation Course for conservation architects, planners and

technicians from developing countries, (ITARC) now moved to Rome (June to December 1991; the regular Architectural Conservation Course occupied the first part of the year). The Italian Ministry of Foreign Affairs fully financed the course, providing scholarships and travel costs for 30 participants from 29 countries.²²² This course was based on the experience gathered from the ARC Programme and was repeated in 1992-93.

In 1989 ICCROM had signed an agreement with the *Ecole d'Architecture de Grenoble* (EAG) and CRATerre (The Center for the Research and Application of Earth Architecture, part of EAG) to develop a Long-term Plan for the Preservation of the Earthen Architectural Heritage, to be known as the GAIA Project. The agreement was the result of over five years of co-operation between the three institutions for post graduate training on earthen construction at EAG and on the Architectural Conservation Course at ICCROM. The project foresaw the development of research and training, documentation and technical cooperation, with a five-year plan prepared for 1989-1994. The First Pilot Course on the Preservation of the Earthen Architecture took place in Grenoble in late 1989, the programme being co-ordinated by Alejandro Alva for ICCROM and by Hugo Houben with the team of CRATerre/EAG.²²³

The pilot phase in 1988-89 of the PREMA Programme for Sub-Saharan Countries proved a success, being based entirely on extra-budgetary funds which amounted to US \$297 306, raised from UNESCO, the European Union, Ministries of France, Norway, Denmark, UK, Sweden, Italy, Switzerland, and the Ford Foundation, Dapper Foundation for African Art, Skaggs Foundation, Getty Grant Program, and *L'Union des Transports Aériens* (UTA). After a positive evaluation of the Pilot Phase the 16th session of the General Assembly of ICCROM in May 1990 approved its continuation. In 1991-92 activities took place within the framework of PREMA in several African countries, including PREMA courses in Côte d'Ivoire and in Livingstone (Zambia) and a Seminar in Niamey, Niger.

Based on the experience of PREMA, ICCROM carried out a feasibility study for a similar programme on preventive conservation in museums of the Pacific States, a joint project of ICCROM and the University of Canberra, Australia (an Associate Member). This required a nine-week evaluation mission in 1991-92 that visited museums in Micronesia (Catherine Antomarchi and Colin Pearson) and Polynesia and Melanesia (Antomarchi, Margaret McCord, and Benita Johnson). Their report of 1992 was circulated to have a response and to identify suitable partners.



FIGURE 6-7

The citadel of Bam (Iran), partly destroyed by an earthquake in December 2003, has since become a major restoration project of earthen architecture (photo 2008)

In the light of the new fifth statutory function of ICCROM's mandate regarding raising awareness, ICCROM considered every element of cultural heritage to be particular and irreplaceable. "Multiple layers of history and time have created our heritage, thus respect for this evolution is necessary for its conservation. Meanings are waiting to be rediscovered or reinvented."²²⁴ In 1991 it launched a new programme activity, Media Save Art, which aimed at raising awareness of cultural heritage. The project started by estimating how much space the media gave to heritage, followed by a competition and recognition of the media. In the next phase the project involved some 200 000 Italian school students in a poster competition, which was taken to different cities in Italy and to the United Nations headquarters in Vienna (1993), becoming a model for similar study programmes and competitions in international schools in other European capitals. On the occasion of the exhibition in London, English Heritage produced an educational package on the introduction of cultural heritage conservation into the school curriculum. With time the programme evolved to

explore different ways to help young people as well as adults develop critical awareness of their surroundings, including poster competitions, organized tours, adopting a monument, understanding the urban heritage, and writing about cultural heritage protection. The question of graffiti was one of the topics for the programme, resulting in a five-year study aimed at understanding the phenomenon and proposing recommendations for new strategies. The study gave attention to legal frameworks, the cost of cleaning, raising consciousness, and providing incentives and methods for suitable action.²²⁵

One of the initiatives of Tomaszewski was to create an association in order to make ICCROM better known in Italy and even abroad. The Association of AMICI of ICCROM was founded on 3 May 1989 with a former Italian Ambassador, H.E. Enrico Aillaud as President, Roberto Di Stefano (professor at the University of Naples and President of ICOMOS) and Giuseppe Guerrieri (Legal Advisor to ICCROM) as Vice-Presidents, engineer Roberto Marta as Secretary General and architect Mehr-Azar Soheil as Treasurer. In his brief on the Association,

Ambassador Aillaud wrote: “The aim of the Association, within the limits of possibilities, is most of all to give support and to make the cultural activities of ICCROM better known in Italy and abroad. In addition, the AMICI intends to maintain contacts with the Ministry of Foreign Affairs and other Italian authorities, whenever there is a need to solve specific problems.”²²⁶ The Association started contacting the ambassadors of ICCROM’s Member States in Rome and, through the Italian Ambassadors in the Member States, to inform them about the objectives of the Association and the role of ICCROM in the conservation of the cultural heritage. Members included several distinguished personalities as well as former ICCROM trainees in Member States. One of the initiatives of the AMICI was to prepare a commemorative medal for the thirtieth anniversary of the foundation of ICCROM. There were also initiatives related to identification and protection of the built heritage, which could be undertaken in contact with ICCROM itself.

Reflection on the period

Andrzej Tomaszewski initiated a period of change at ICCROM. In retrospect, this period was comparable with the Directorship of Bernard Feilden, although there were great differences. One of the differences was that, while Feilden had to work to activate the Council, Tomaszewski experienced a Council that was perhaps too active. The period saw various structural changes in ICCROM’s administrative and operational structure and the start of a process to revise the Statutes of the organization that was concluded later. There had already been interest in computerization of the Library and the publications sector, but it was Tomaszewski who decided to bring the computer era to ICCROM. The tailor-made computer software for administration had to deal with the complexity of two currencies (US \$ and Italian Lira) and their continuous fluctuation, which made it difficult to foresee budgetary resources.

Tomaszewski was particularly keen on training and more specifically on the establishment and development of networks of trainers. The period also coincided with his presidency of the ICOMOS International Training Committee (CIF), which became a close ally for ICCROM. He continued the efforts to develop regional programmes in partnership with international and national institutions. During his period, an evaluation of the in-house training programmes started with the assessment of the courses organized by the Science and Technology sector of ICCROM. It can be seen that many of the initiatives proposed by Tomaszewski were subsequently continued and expanded.

“The crossroads of people, ideas and actions at the service of cultural heritage conservation worldwide” (1992-2000): the directorship of Marc Laenen

In 1992 the General Assembly elected Marc Laenen Director-General of ICCROM, the first to hold this title following the revision of Article 7 of the Statutes. He was to hold the post until 2000. Laenen was educated in philosophy, classical philology, archaeology and art history. Before coming to ICCROM he had been Director of the Open Air Museum at Bokrijk in Belgium for twenty years (1972-1992), as well as having been Director of the Bokrijk Estate (1989) and President of the Regional Museum Council (1987-1991). The Bokrijk Open Air Museum extends to some 550ha in northern Belgium and is known for its collection of old Flemish houses and farms which have been moved there. Laenen was



FIGURE 6-8
Marc Laenen, sixth Director-General of ICCROM
(1992-2000)

particularly interested in vernacular landscape, and was Secretary-General of the ICOMOS International Committee for Vernacular Architecture.

Administration

Member States

During the budgetary period from 1992 to 1999, ICCROM accepted fifteen new Member States but during the same period some Member States renounced membership, principally because of the clause of Article 10 of the ICCROM Statutes which declares that “A Member State shall be deemed to have renounced its membership if it has omitted to pay its contributions that have fallen due during four consecutive calendar years.” An exception could be made if failure to pay was due to special circumstances beyond the Member State’s control. In February 1997 ICCROM Council authorized the Director-General to ask Member States in arrears for a minimum payment in the current biennium and a payment plan to be submitted before the next Finance and Programme Committee meeting.²²⁷ By the time of the 1997 General Assembly, Somalia, which had joined ICCROM in 1979, was considered to have renounced its membership. The former USSR had joined ICCROM in 1990, and its membership was ‘inherited’ by the Russian Federation, which, however, had failed to pay the arrears of dues. Therefore, the General Assembly decided that Russia too had renounced its membership.²²⁸ In 2000 there were two further withdrawals, Surinam which had joined ICCROM in 1984 and the Democratic Republic of Korea which had joined in 1986 and in the following year Guinea, which had joined in 1961. The issues of membership and financial regulations were fundamentally important subjects to ICCROM’s functioning, and the council now gave them detailed consideration.

Finances

Initially, ICCROM’s budget was based on the UNESCO budget. The contributions of the individual Member States were calculated corresponding to 1% of their contribution to UNESCO. UNESCO’s General Conference would decide the future level of contributions only towards the end of the calendar year. In order to have enough time to calculate its own budget, ICCROM was obliged to have the General Assembly usually in the spring of the following year when the new financial biennium was already underway (ICCROM also uses the calendar year as its financial year). In 1995 the General Assembly of ICCROM decided to break the link between UNESCO’s basis for calculating Member State contribution and its own, and to take full

responsibility for establishing its own budget. This calculation is made proportionally for each Member States on the basis of the scales established by United Nations, adding up to the approved total budget.²²⁹

In 1997 the Council approved the proposal to establish a Forward Exchange Contract, on the basis of which the exchange rate between the US Dollar and Italian Lira would be stabilized for the forthcoming budgetary period. The contract continued until 2003 when ICCROM changed its budgetary currency from the US Dollar to the Euro.

In his report to the Council in 2000 the Director-General commented that the past period had been very demanding. Instead of witnessing the 9-10% increase in financing that was necessary to maintain ICCROM’s purchasing power, its financial capacity had decreased by nearly 30%. Fortunately, this was partially compensated for by a favourable exchange rate and by the payment of arrears by several Member States. He referred to the Council’s decision to propose a budget for 2000-2001 on the basis of Zero Nominal Growth (ZNG), i.e. a basis that takes no account of inflation, while proposing also an alternative scenario that envisaged a 4% increase in the budget. This decision had caused a painstaking review of the ICCROM programme. Assessed as a percentage of the regular contributions which totalled about 6 million US dollars, the increasing staff costs amounted to 59%. But taking into account the additional funding and co-funding of more than 1.2 million dollars that ICCROM had raised, the staff costs were in reality only 43% of the total budget.²³⁰

A large sum amounting to ca. US \$450 000 had been transferred to the operational reserves rather than being used to fund programmes (during Laenen’s Directorship, the reserves were built up from US \$ 350 000 to US \$ 1 800 000). As a result, whatever financial resources were available had been spread very thinly over a large number of activities, concentrating the limited resources on four main programme areas involving seven or eight projects. This meant a considerable additional workload for staff in addition to their normal responsibilities for implementing the programme. There were difficulties also in obtaining scholarships for the participants of the international courses. In 1998 the Italian Government, UNESCO and Kress Foundation had awarded scholarships, ICCROM itself provided some complementary funding, and some countries had given scholarships directly to their participants. On the other hand the European Commission had changed its policies regarding scholarships and after years of good collaboration ICCROM’s request had not been approved. There was an urgent need to look for new funding sources.

Premises

In this period, positive negotiations with the Italian Government led to many improvements to ICCROM's premises. The Library moved from the third floor to the basement and mezzanine in 1993. New shelving on both levels made possible some expansion of the holdings and a large reading room was provided with proper desks and facilities. In the northern wing there was additional space for offices and archives.



FIGURE 6-9
ICCROM's premises seen (left) from via del Porto in Trastevere, Rome

FIGURE 6-10
A section of ICCROM's new laboratory space in its premises in Trastevere, Rome

Another improvement during the period was the preparation and equipment of a new didactic Laboratory, a space of some 300 m² along the south side of the San Michele courtyard which was completed in 1996. The AAC in 1997 came to the conclusion that the new laboratory should be mainly used to support training activities; ICCROM could not afford to do scientific research, which should be mainly left to other institutions. The Chairperson of the Council suggested that ICCROM might enter into co-operative agreements with well-equipped universities, as had other international organizations. Council approved its use as a didactic Laboratory.²³¹

Data management

The modernization of ICCROM's information management was stimulated by the launching of the Conservation Information Network in 1987, and the subsequent moving of ICCROM's library database from the IBM server in Rome to Ottawa. Here in 1995-96 it became accessible via the Internet at the Canadian Heritage Information Network (<http://www.chin.gc.ca>). In the long run, however, this connection proved unsuitable for ICCROM since users had to pay an access fee, and a way of bringing the Library database back to ICCROM was sought.

In 1990 a Working Group reviewed the management of information and documentation at ICCROM, and its members visited computer service departments in several institutions in the USA and Canada for discussions. As a result, ICCROM proposed the establishment of Local Area Network (LAN) that would provide access to the databases that already existed or were being created: the Training index, the Research index, the PREMA database, the Adobe research index, the Catalogue of periodicals and eventually ICCROM's accounts and the Library's bibliographical database.

From January 1994, ICCROM was reachable via the Internet by means of a simple connection that made it possible to send an e-mail to the following address: MC5356@mclink.it. The keyword was 'networking': "The basis for networking is knowing about each other, exchanging information and maintaining regular contacts and communication. ICCROM is often labelled as the ideal platform to make all this happen in the international environment of conservation and restoration of cultural heritage."²³² In 1993-1994, the staff investigated the multimedia application of graphic documentation in conservation, using a test worksite established with the 1993 and 1994 Mural Paintings Conservation Courses. Another test consisted in producing a CD-Rom with the documentation in ICCROM's



FIGURE 6-11
Data management facilities in the ICCROM Archives

archives on UNESCO's Safeguard Project of the Nile Valley Monuments, where ICCROM had been operative in the 1960s.

From April 1996 ICCROM used its own Internet domain with the name: *iccrom.org*. It updated the e-mail system and made it accessible to staff members. In 1997, *ICCROM Newsletter 23* was able to state: "We are pleased to announce that ICCROM launched its new Web site towards the end of May 1997. The address is <<http://www.iccrom.org>>." The first information to be made available concerned mainly ICCROM and its activities. The most popular pages included the complete calendar of ICCROM courses, with a description of the course, its duration, fees, etc., as well as the list of ICCROM's publications which could be ordered by mail. In 1998, the International Training Directory was updated and made available on the Internet. In 1999 *Newsletter 25* announced that an on-line version of the Library Catalogue was now directly accessible on ICCROM's Internet site.

"What is ICCROM today?": a management review

During Laenen's directorship, ICCROM underwent a lengthy process of refining its organizational capabilities and strategic development in order to strengthen its leading co-ordination role in the field of heritage conservation. One estimate was that during 1993 and 1994 some 25% of the total staff time was dedicated to the process. The process started with a performance review, which was itself "a gradual evolution

of the way in which ICCROM thinks and works"²³³ The aim was not only to improve technicalities but also to change attitudes within the staff and the governing bodies. A newly-created Management Team started by regrouping the elements related to the documentation and information service, improving the administration and financial service, creating a fund-raising and promotion service and a team for programme development. It then created a Planning and Communication Committee and an Executive Committee to develop the programme and the operational systems of the revised managerial structure. The full execution started in 1999, after approval by the General Assembly.

One of the first initiatives was to make an assessment of "What is ICCROM today?" This consisted of a series of reports by staff members on a variety of issues regarding the staff, the premises, the past participants, etc.²³⁴ The Report on ICCROM Activities stated:

"At the beginning, the first emphasis was on archaeological issues (Egypt), but in the early 1960s already several types of activities were introduced e.g. scientific, restoration, architectural. In the period 1966-67, a major emphasis was laid on architectural conservation training, but since then the different fields have been more proportionally balanced. Considering the principal fields of activities, architecture covers about 29 % (incl. engineering and urban issues), scientific activities about 22 % (incl. organic and inorganic materials, building materials, climate, pollution), restoration about 15 % (incl. Mural paintings, rock art, mosaics, furniture), collections and museums about 11 %. On the other hand, while fields such as archaeology only amount to about 3 % of the total, ICCROM's regular courses, ARC, SPC and MUR, all have included activities related to this field - even if this does not necessarily result from the analysis."

In 1993 Laenen presented the first proposals to the governing bodies,²³⁵ to whom he raised some fundamental questions regarding the short-term and long-term priorities for the organization, and how conservation should relate to economics, industry, education, tourism, and development in general.²³⁶ How would it be possible for ICCROM to provide international leadership in the present-day multi-faceted world, taking into account the national and regional diversities? As an answer he proposed the method of Total Quality Management (TQM) which focussed on the continuous improvement of

systems and processes rather than individual achievements. It emphasized quality, efficiency and effectiveness, as well as the continuous involvement of all personnel and governing bodies. The Director felt that the ideas of TQM could be successfully implemented at ICCROM, with the aim of achieving the following:²³⁷

- “Knowledge: understanding the changes and the forces of change in the field of conservation of cultural heritage;
- Techniques: continuous improvement of our systems and services in order to maximize efficiency with an absolute concern for quality of our products and services, recognising that the client (i.e. our Council, Member States and Associate Members) is the ultimate judge;
- Corporate Culture: establishment of a philosophy with consistency of purpose expressed in an organizational vision and mission, and management based on leadership rather than on hierarchy;
- Structure/Framework: strategies and policies based on this vision and mission.”

The structure given ICCROM in the review process during 1991 and 1992 implied a clear hierarchy:

- A. General Assembly; the Council and its Committees
- B. Director-General
- C. ICCROM’s programmes and services

As a result of applying the TQM process, the Operational Structure was completely reversed, starting with the ‘clients’, who were taken as the principal reference in the preparation of ICCROM’s programme, using Knowledge and Facility Centres as an interface to Planning and Communication Committee and Executive Committee (consisting of ICCROM staff). The results were communicated to the Council and its Committee through the Director-General for approval by the General Assembly, and execution.²³⁸ The planning, coordination of the production, evaluation and continuous programme monitoring were to be governed by the Director-General and the Executive Committee, which coordinated the three elements. As a result the earlier operational structure was turned upside down:²³⁹

- A. Clients (Member States)
- B. Projects making up a programme (operational projects and improvement projects)
- C. Knowledge Centres (Movable Property, Immovable Property, Science and Technology)

- D. Facility Centres (Fund raising, promotion, administration, financing, management of human resources, documentation, information management, support programmes)
- E. Planning and Communication
- F. Executive Committee (3 people)
- G. Director-General

In practice, the programme structure and organizational chart of ICCROM remained the same from 1992 until it was changed in 1998. Rather than being referred to prefixed programmes, the personnel (as of 30 June 1998) was articulated in four groups, allowing more flexibility in programme development: Direction, Project Management, Services to Member States, and Programme Support. Of the personnel, Cynthia Rockwell, Marisa Laurenzi Tabasso, Paolo Pegazzano and Jukka Jokilehto all retired in 1997-98, their combined years of service amounting to some 80 years. Joseph King first assisted in the development of a new Territorial and Urban Conservation (ITUC) Programme from 1996, a programme that was managed by Herb Stovel when he joined ICCROM in 1998. King instead became responsible for the development of the new AFRICA 2009 Programme (Conservation of Immovable Cultural Heritage in Sub-Saharan Africa).

Programme strategies

In 1997 the medium-term programme proposed for 2000-2003 had three strategic priorities:²⁴⁰

- “collection of reliable information about needs and provisions of cultural heritage conservation as a basis for programme development, guidance for Member States on conservation policies and a benchmark for achievements;
- fundamental advocacy for broadening the resource base for conservation, increasing the understanding of values and benefits of heritage resources and their vulnerabilities for all potential actors (conservation professionals, decision-makers, the industry, administrations and the general public);
- improvement of the operational and professional capacity of Member States for effective preservation and sustainable management of their cultural heritage.”

The definition of ICCROM and its aim was finalized as the result of many brainstorming sessions as: “The crossroads of people, ideas and actions at the service of cultural heritage conservation worldwide.”²⁴¹

Referring to this general aim and taking into account the results of the TQM management

process, ICCROM aimed to integrate its well-known courses into more comprehensive and multifaceted approaches to professional and operational capacity-building, namely:

- “development of appropriate policies, legal and administrative frameworks;
- strengthening of institutions and services for the conservation of cultural heritage and educational training infrastructures.
- human resource development, including technicians and managers who need to develop and update communication, negotiation and problem-solving skills for their responsibilities in their institutional and cultural environments;
- support to the profession of heritage conservation;
- awareness of the importance and need for conservation of cultural heritage.”

While initially ICCROM had implemented its programmes with only a few partners, the international network had gradually grown to include numerous professional institutions and individuals. The category of Associate Membership was re-interpreted to signify an operational partnership in ICCROM projects. There were thus new kinds of partnerships:

- a) Structural and operational partnerships with international organizations such as UNESCO, ICOMOS, ICOM, IIC and others.
- b) The partnership with the European Union, which commissioned the NAMEC Programme (North African, Maghreb countries) from ICCROM in 1999 in the context of its MEDA Programme (Euro-Mediterranean partnership).
- c) Partnerships with various European development agencies, to be extended to international organizations such as FAO and the World Bank, with partnerships being forged between development institutions and heritage conservation organizations.
- d) Longstanding partnership with the Italian government, which continued its support with staff secondment and the funding of regional projects in Africa and the Near and Middle East, in addition to committing itself to refurbishing ICCROM’s headquarters.

Recognition of partnerships for training programmes was based on a policy document which defined the requirements for an ‘ICCROM Label’. An activity should be clearly defined, useful, and based on appropriate mechanisms for regular monitoring, assessment and evaluation:

“An ICCROM Label can be provided to a training activity as an international recognition of its merits, and when such a programme contributes to disseminate and promote messages that are coherent with ICCROM’s statutory functions, vision and mission statements. Furthermore, the programme should reflect the conservation policies, professional ethics and scientific principles that are applicable to ICCROM’s programmes. The decision for ICCROM Label is taken by the Director-General of ICCROM. The request for the label is processed by the Steering Committee of ICCROM in consultation with staff members and the Academic Advisory Committee of the ICCROM Council as required.”²⁴²

The programme objectives meant that some programmes that had been run by ICCROM in Rome or managed from Rome would be gradually phased out over a transition period of facilitation and follow-up. For example, PREMA, which had come to the end of its planned ICCROM-based phase by 2000, was gradually transferred to Africa, becoming the responsibility of African conservation institutions and professionals.

Similarly, the Programme for Preservative Conservation in Museums of the Pacific States (Prevention in Museums of Oceania, PREMO), with co-ordination by Neal Putt at ICCROM, was moved to the region concerned.

One conclusion was to give greater emphasis to regional collaboration, not only for economic reasons, although it facilitated fundraising efforts, but also because it was considered “appropriate as ethical and professional response to specific regional and local provisions and needs, physical conditions and cultural contexts”²⁴³ There was already a major shift in this direction since investment in regional programmes had increased from 21% in 1984-85 to nearly 54% in the 1998-99 biennium. PREMA had raised some US \$7 million over 10 years, with a minimal input from ICCROM’s budget, and the GAIA Programme on Earthen Architectural Heritage had mobilized some US \$5 million in five years.

The purpose was diversification and increase of ICCROM’s output. The biennial basis for programming that had been used hitherto was too narrow, and it was necessary to start planning medium-term programmes. “The purpose was to develop and refine projects, include new fields of application, add regional components and plan their implementation over time. They also aimed to obtain a medium-term funding commitment from its Member States and raise additional funds on the same basis.”²⁴⁴ Programmes

were proposed in new fields and increasingly on a regional basis, including the conservation of earthen built heritage, the scientific principles of textile conservation, non-destructive and micro-destructive methods of analysis, the conservation of World Heritage cities, risk-preparedness, and a survey of research for conservation. The new approaches considered conservation as part of economic, educational, cultural and environmental planning and development.

Through cost-sharing partnerships, ICCROM reached a significant leverage effect, enabling better service to Member States and professionals than before. For example, the number of participants in ICCROM courses increased from 319 in 1990-91

to 596 in 1998-99. Over the ten-year period, the overall budget had increased by some 28% (adjusted to the values of 2000), but this difference was due to significant increase in funds received from contracts and voluntary contributions which grew from 35% in 1990 to 50% in 2000 of the total budget. The human resources also increased from 23.4 person-years in 1984 to 35.1 in 1999, a 50% increase, while the payroll increased by some 45%. Regarding the proportion of programme-related professionals to administrative personnel, 33% of the personnel were related to programmes in 1984 but 54% in 1999. The regular contributions by Member States, however, had remained static.



FIGURE 6-12

Management Guidelines for World Heritage Sites by B.M. Feilden and J. Jokilehto in different editions: a) English; b) French; c) Montenegrin; d) Persian; e) Arabic; f) *Risk Preparedness* by H. Stovel, published by ICCROM in collaboration with UNESCO and ICOMOS

International collaboration

During the 1990s ICCROM continued its regular contact with a number of international organizations, including the World Bank, European Union, Council of Europe, UNESCO, ICOMOS, ICOM and IIC. Reinforced contacts with the Italian Government led to collaboration particularly in the Mediterranean region. The collaboration with UNESCO gradually shifted during the 1980s towards more collaboration on initiatives related to World Heritage. One of them was the preparation of the *Guidelines for the Management of World Cultural Heritage Sites*, a project initiated by Anne Raidl of UNESCO who proposed a joint international expert meeting with UNESCO, ICCROM and ICOMOS (held at ICCROM in April 1983).²⁴⁵ Bernard Feilden wrote the first draft of the Guidelines which, after review by a large number of institutions, was finally published by ICCOM ten years later in 1993.²⁴⁶

In 1992 UNESCO created the World Heritage Centre as the secretariat for World Heritage activities, with a consequent increase in the collaboration with the Advisory Bodies, ICCROM, ICOMOS and IUCN. From 1982 to 1998, ICCROM was normally represented by Jokilehto, to be succeeded first by Herb Stovel and then by Joseph King. There were an increasing number of meetings and missions in addition to the regular committee meetings. These included two important conferences related to the definition of the concept of authenticity in the World Heritage context, the first in Bergen in January 1994 and the second in Nara in November of the same year.²⁴⁷ The 14 experts who attended the Bergen meeting proposed to enlarge the attributes of authenticity, taking into account not only physical character but also intangible qualities. *The Nara Document on Authenticity* stressed the importance of recognizing the cultural diversity and specificity of each heritage resource understood within the cultural context to which it belongs.²⁴⁸ The Nara Document aimed to take into account both ‘monumental’ and ‘vernacular’ aspects of the built heritage. It was later adopted by ICOMOS and added as a basic reference in the *Operational Guidelines for the Implementation of the World Heritage Convention*. The Nara document also anticipated the UNESCO *Universal Declaration on Cultural Diversity* (2001) and even the UNESCO *Convention on the Protection and Promotion of the Diversity of Cultural Expressions* (2005).

With the growth of the World Heritage List, the Committee became increasingly conscious of some imbalance, particularly between culture and nature but also between the different world regions. As a result, starting in 1994 a series of meetings were

organized in different regions in order to establish a Global Strategy for World Heritage. The process involved especially ICOMOS and IUCN concerning the evaluation of nominations and thematic studies, but ICCROM also had a role. The Global Strategy Natural and Cultural Heritage Expert Meeting in Amsterdam was important for better defining what was intended by balance and Outstanding Universal Value (OUV), the basic requirement for inscribing a natural or cultural property on the World Heritage List. The meeting concluded that the notion of integrity should be applied to cultural as well as to natural properties. It was also recommended to formally abolish the distinction between natural and cultural criteria, which should form a single list of ten criteria. ICCROM in its position paper stressed the need for an integrated strategic process, and for the



FIGURE 6-13

Nara conference 1994; session chaired by Herb Stovel, Jukka Jokilehto and Michael Petzet

FIGURE 6-14

Participants at the Nara conference 1994

identification of OUV to be referred to the cultural-historical context to which the property belonged.²⁴⁹

At the request of the World Heritage Committee, ICCROM was invited to prepare a training strategy for World Heritage purposes and an initial document was presented to the World Heritage Bureau in 1995.²⁵⁰ In 1996 ICCROM organized an expert meeting to discuss training and the development of a strategic framework as a management tool for the evaluation of technical assistance and training requests.²⁵¹ The World Heritage Committee recognized ICCROM as the priority partner in the implementation of the Convention on training of professionals, and the budget line for training was increased in order to better respond to the needs. The development of the training strategy was subsequently continued by Herb Stovel, and *The Global Training Strategy and Priority Action Plan for World Cultural and Natural Heritage* was adopted by the World Heritage Committee at its 25th session (Helsinki, 2001).²⁵²

The contacts with ICOMOS were close not only for joint activities within the World Heritage context, but also because of mutual representation on each other's advisory bodies, the collaboration with several National Committees of ICOMOS and the International Scientific Committees such as those for Earthen Architecture, Wood, Training, Historic Towns and Villages, Architectural Photogrammetry, Vernacular Architecture and Historic Architectural Structures. Indeed, most professionals at ICCROM who represented the built heritage field were also active in ICOMOS, thus establishing a functional link between the two organizations. While Laenen was Director-General of ICCROM, he was also member and Vice-President of the ICOMOS Committee on Vernacular Architecture. Alejandro Alva was member and also President of the Earthen Architecture Committee. Jokilehto was elected President of the International Training Committee in Colombo in 1993 and Joseph King later acted as Secretary-General to the same Committee.

Similarly the professional staff of ICCROM dealing with collections and museums were generally members of ICOM and maintained close collaboration with ICOM and particularly with its Conservation Committee (ICOM-CC). Through the 1960s and 1970s, ICOM had gradually developed its membership, extending its activities to different continents. In the 1980s, it finalized a policy on museums in the service of society and adopted a Code of Ethics. In the late 1990s, it reinforced its fight against the illicit traffic of cultural objects, as well as launching the Museum Emergency Programme and participating in the International Committee of the Blue Shield.²⁵³ By 2010, ICOM had a membership

of some 28 000 museum professionals. Gaël de Guichen and Catherine Antomarchi were usually the principal representatives of ICCROM at ICOM-CC, collaborating on issues such as a survey of recording experiences gained during temporary exhibitions, the recognition of the profession of conservator-restorer and awareness of the public about cultural heritage. ICOM-CC set up a pilot project with the participation of ICCROM in the framework of the European Commission's Raphael Programme on Specific Training for Museum Guides, aimed at ensuring greater awareness about European cultural heritage. Gaël de Guichen, on behalf of ICCROM, co-ordinated a worldwide in-depth study on the state of conservation of movable cultural heritage.

ICCROM continued to collaborate with the IIC, where ICCROM had observer status in its statutory meetings, and with the World Bank which explored culturally friendly approaches in contact with UNESCO, the Aga Khan Foundation and the Getty Conservation Institute. It strengthened contact with the European Union (EU), and particularly its Department of Programme and Economic Cooperation in the Mediterranean and on programmes for Latin America and South East Asia. As part of the EU Mediterranean Programme, ICCROM was asked to co-ordinate the NAMEC courses in Algeria and Tunisia, to develop an English university programme on heritage conservation in Malta and another in the Near and Middle East. It attended the first European Symposium of the Council of Europe on Strategies for Vocational Training in Architectural Heritage Skills in April 1996. Having already been instrumental in establishing the Council of Europe's European Centre for the Trades and Professions of the Conservation of Architectural Heritage in Venice in the 1970s, ICCROM's staff continued to teaching on its training programmes.

In 1998, at the request of the Italian Ministry of Foreign Affairs, ICCROM carried out diagnostic studies to define the safest conditions for the transfer of the Stele of Axum (Aksum) back to Ethiopia. The monument, then standing at the end of the Circus Maximus in Rome, had been brought from Ethiopia in 1937 during the period of Mussolini. The study was carried out with the co-operation of the *Istituto Centrale per il Restauro* (Rome), University of Rome 'La Sapienza', and the University of Naples 'Federico II'. Three experts from Ethiopia spent two months at ICCROM to follow the diagnostic activities. The report proposed an operational plan for dismantling and transporting the Stele back to Ethiopia, a project finally achieved in 2003-2005.²⁵⁴

The Iranian cultural heritage was considered to have been damaged by the increase in air



FIGURE 6-15
The Axum Stele, brought to Rome by Mussolini in 1937 and returned to Ethiopia in 2003-2005 as per an Agreement of 1947

pollution related to the Gulf crisis in 1992. A special commission of the United Nations in Geneva offered the Iranian government compensation for this damage or potential damage. At the request of the Iranian Embassy to the United Nations Office in Geneva, ICCROM conducted a study to evaluate the damage produced by increased air pollution and to define the most appropriate actions to reduce the negative effects on museum and archival collections, monuments and archaeological sites. The study was carried out by M. Laurenzi Tabasso and E. Borrelli in collaboration with the Iranian Research Centre for Conservation of Cultural Relics (RCCCR) and scientific consultants from Germany, Hungary and Italy, delivering the final report to the Iranian Embassy in Rome on 31 July 1998.

Working towards regional initiatives

As part of its strategic planning exercise, ICCROM contacted all former participants of its courses since 1966 whose address was known (from 1966 to

2010, ICCROM has trained 5 880 individuals). The questionnaire used by the survey had a reasonably good response (49% of the 2004 former participants contacted), considered above average for this type of survey. Only 2% of questionnaires were returned undelivered. The largest number (well over 900) of participants were of the ARC course which was the oldest. Most course participants had been 26-40 years old, having more than three years of work experience. Over 650 of them gave governments and museums as their employer at the time of the course but only three-quarters were now still directly working in conservation. The percentage of those now working in government service or in museums, however, had increased by 150% with proportional change in status: 173% compared to before were now working in a director position, 185% as managers, and 150% as freelancers. Many of the former course participants had continued to use ICCROM's facilities, several having been involved in ICCROM's activities as lecturers, course assistants or consultants. Many had attended the ICCROM General Assembly as delegates and some had been elected to the Council. A few had even become staff members.²⁵⁵

In 1990s the strong tendency to reinforce regional programmes left fewer funds that could be reserved for the international training programmes held in ICCROM's premises since the 1960s. National post-graduate training programmes for technicians were increasing, and the Director-General and Council concluded that there was less need for ICCROM to compete with them. At the same time, the didactic challenge of multi-disciplinary groups of varying experience and differing cultural backgrounds was becoming too difficult: the City of Rome was not considered relevant to many who were working in rural developing economies. There was a need



FIGURE 6-16
Regional meeting involving Western Asian countries, Tehran, Iran, in 1995 (in the picture: Abdurасool Vatandoust, Marc Laenen and Jukka Jokilehto)

for more generic training for decision-makers and managers. Regional delivery of more specialist programmes could fulfil a priority need of Member States and funding agencies and deliver local capacity-building so that ultimately they could be funded and sustained by themselves.²⁵⁶ The result of these various considerations was that Council decided in 1998 to discontinue the ‘classic’ programmes and to concentrate on developing activities in the regions.

PREMA

The PREMA Programme for the preventive conservation of collections in Sub-Saharan African museums had been established in 1986 under Erder’s directorship and Gaël de Guichen’s co-ordination. The programme was based on five different types of activities: nine-month international university courses, three-month national/sub-regional courses, one-week seminars for Directors, staff development activities and technical assistance. The first major event was the international university course organized at ICCROM and recognized by the University of Sorbonne, Paris. These courses were run at ICCROM from 1986 to 1992, after which they were transferred to African countries: Nigeria (1993), Ghana (1995) and Benin (1997 and 1999). In 1998 there were workshops held in Ethiopia, Ghana, Kenya and Zimbabwe. At the same time, the programme organized national courses in Ghana (1989), Côte d’Ivoire (1990), Zambia (1991), Benin (1992), Madagascar (1994), Zimbabwe (1995), Guinea (1996), Malawi (1997) and Benin (1998). The

objective of PREMA was “to establish by the year 2000 a network of African professionals who can assume the responsibility of conservation of movable property and future training, to ensure the conservation of Sub-Saharan museum collections,”²⁵⁷ an objective that was fully realized. (In 2010 a former participant in the PREMA 1986 University Course and subsequently member of ICCROM Staff, Baba Fallo Keita (Mali), was appointed Director of EPA, succeeding another participant of the same Course, Alain Godonou (Benin), on his appointment as Director of the UNESCO Division of Cultural Objects and Intangible Heritage.)

The transfer of the programme to Africa meant not only transferring the activities but also guaranteeing the conceptual, pedagogical, managerial and financial responsibilities. Its success is reflected by comparing the situation in 1989 with that in 1995-96. In 1989 the Co-ordination Team worked at ICCROM and the budget and fundraising were fully ICCROM’s responsibility. In 1995-96 the Co-ordination Team was at the National Museum of Benin and budget management was 70% in the hands of the National Museum, and 30% at ICCROM while fundraising was 20% the responsibility of the National Museum, and 80% that of ICCROM. In 1989 87% of the teachers were from outside Africa while 1995-96 they were only 25%. All this was made possible through efficient fund raising. From 1986 to 1998, 21 agencies and foundations generously contributed to PREMA, amounting to a total of US \$6 882 671. The average annual cost of the PREMA Programme was around US \$600 000. The university courses, the three-month national courses, the seminars for museum directors and staff development activities were attended by museum staff and directors from some 46 African countries. The Technical Assistance Programme (TAP), was established as part of PREMA in parallel to ICCROM’s general technical assistance activities. Its aim was to offer publications, equipment, conservation materials, teaching tools, communication links and information for African museums. TAP was first managed from ICCROM but then became operational at the Livingstone National Museum as of 1997. The PREMA Programme was reviewed regularly every two years in order to monitor the outcome and plan for the next step.

On 11 November 1998 ICCROM signed an agreement with the National University of Benin (NUB) for the location of the *Ecole du Patrimoine Africain* (EPA) in a historic building provided by the Government of Benin in Porto Novo and restored in 1997. The EPA aspires to promote culture as a tool of sustainable development through the



FIGURE 6-17
The building of the *Ecole du Patrimoine Africain* (EPA) in Porto Novo, Benin

following missions: to encourage children to visit African national museums, to train and provide specialized and refresher courses for professionals in the field of movable and immovable cultural heritage, to undertake specialized research, to disseminate technical information and to initiate, advise on, execute and follow up cultural projects. The Programme for Museum Development in Africa (PMDA; now re-named the Centre for Heritage Development in Africa, CHDA) is a collaborative programme between ICCROM and the National Museums of Kenya (NMK) for the Anglophone countries of Africa. Its offices are in the historic building of the Old Law Courts in Mombasa, Kenya which were inaugurated in August 2000. It has links with over 400 professionals and researchers in Africa and abroad. The PREMA Network consists of trained, dedicated and motivated professionals working in various fields in the museums of Sub-Saharan Africa.

PREMO

In 1991 ICCROM and the University of Canberra had launched the joint project for a programme of preventive conservation in museums of the Pacific States, i.e. Oceania, PREMO, modelled on the experience of PREMA and based on preparatory missions and feasibility studies carried out in 1991-92. The programme was launched for a five-year period, 1994-1998, directed by a regional co-ordinating board in the Pacific Island States, with ICCROM acting as a partner to assist the board in co-ordina-

tion and developing long-term, worldwide support for heritage preservation in the Pacific island states. One of the unique aspects of PREMO 1994-1998 was that all activities for collections preservation included objectives to preserve and develop living cultures. PREMO helped to establish a network of 22 island nations and to develop a database of professionals and institutions. Short practical training sessions and seminars were organized in various nations, including Noumea, New Caledonia (1994), Cook Islands National Museum, Rarotonga (1995) and Micronesia (1996). Another activity related to awareness-raising, using the experience of ICCROM's Media Save Art Programme. The PREMO Programme received recognition within the UNESCO World Decade for Cultural Development, from the Australian National Commission for UNESCO and from the *Fond de Coopération Economique, Sociale et Culturelle pour le Pacifique Sud* (France).

ARC and ITUC

At the 55th session of Council, the former chief of ICCROM's Architectural Conservation Programme, now Assistant to Director-General, reported on the ARC programme activities in 1995:

“The International Architectural Course had been established in the sixties, and had trained more than 1,000 people. Two hundred and fifty professors had taught on this course. A new phase was beginning. The course had formed a reference model, which had been adopted by different countries and universities. It would become a forum for the exchange of experiences rather than training in specific skills. There would be more emphasis on issues related to buildings in one year, and on urban and rural settlements in another. As busy professionals had always less time to attend courses, the duration would be shorter. A course on urban and territorial conservation would start in 1997. Time would be allowed for a unit on risk preparedness. Activities would be more regionally oriented, such as North Africa, the Middle East and Central Asia initiatives, or thematic such as the GAIA program. In September a meeting in Teheran was attended by people from more than 20 countries in Central Asia and the Middle East, at which the current situation of these countries had been examined. A network was being formed to identify needs and formulate action within a specific framework, and a secretariat has already been set up for this network. Training had been done on a regional basis in Germany, Potsdam



FIGURE 6-18
PREMO Course in Tahiti, 1998

and Sans Souci, for cultural heritage ensembles, and in Cologne for cultural landscape issues.”²⁵⁸

This was the general trend of ICCROM’s programmes in the 1990s with the classic in-house programmes gradually transferred to the regions and/or replaced with new thematic activities. The ICCROM Architectural Conservation Course, co-ordinated by Andrea Urland was organized for the last time in the spring of 1998. At the same time ICCROM established new programmes such as NAMEC, SITES, ITUC, PAT and AFRICA 2009, which all benefited from the experience of the ARC programme.

The Austrian Council Member, Franz Neuwirth, commented later on ICCROM’s role in the development of training, noting the changes that had taken place in the conservation world:

“Yes, we have in the conservation a development of understanding the concept of monument, from a single structure to the cultural landscape. It is like a spiral. Taking the European Architectural Heritage Year 1975 as one reference, we have somehow made another circle, but we are now one level higher. Twenty-five years ago, we jumped from the monument to the ensemble; now we are doing a similar jump from the ensemble to the landscape. The problem today is that we are really lacking the instruments of

protection and conservation. The jump from a single structure to the ensemble was not so big as the current one. We now have a totally different situation. Two Austrians have participated in these new courses at ICCROM (ITUC). One of them, a lady, told me that she benefited a lot. She was educated to think about the monument, but in Rome she learnt to think of cultural heritage. That is one thing I want to mention.”²⁵⁹

NAMEC

Another programme activity concerned the historic cities of North Africa and the Near and Middle East Countries (NAMEC). Started in 1992 in the framework of collaboration with the Italian Government, it initially focused on three Maghreb countries: Algeria, Morocco and Tunisia. The three countries, the Italian Government and ICCROM defined its objectives as to establish a system for the monitoring and study of cultural property; to develop the regional network and training, and to organize the transfer of responsibilities to the countries concerned. Rather than introducing a foreign international team of experts, the survey and assessment were based on the conservation experts of the three countries. During the first phase of the programme in 1992-93, a regional survey approach was prepared by the Survey Working Group with ICCROM acting as facilitator.

Resulting from the survey, and using the training models already developed by ICCROM, the NAMEC programme included a series of training activities. The first of these was the regional Architectural Conservation Course in Tunis, held in collaboration with *Institut National du Patrimoine* (INP) of Tunisia (November 1994 to July 1996). This was a two-year master programme directed by Abdelaziz Daoulati of INP and co-ordinated by Denis Lesage, a French architect. The course benefited from financial support from the Italian and French Governments, with the teaching faculty coming from the Maghreb countries, Italy, Spain and France. In 1996, in agreement with the Italian and Algerian Governments, ICCROM organized two five-month seminars on the conservation of historic buildings and settlements (COPAT) in Rome. One of these was addressed to technicians, the other to architects. Other programmes started in Morocco and Algeria in 1998 on the Scientific Principles of Moveable Property, Organic and Inorganic, which received additional funding from the European Union.

GAIA and TERRA

The six-year pilot phase of the GAIA project (1989-1995), in collaboration with CRATerre and EAG



FIGURE 6-19
Wood Conservation Course in Nara, Japan



FIGURE 6-20
The NAMEC Programme was organized in collaboration with Algeria, Morocco and Tunisia (a street in the Casbah d'Alger)

FIGURE 6-21
The archaeological site of Volubilis, Morocco

FIGURE 6-22
The Pan-American Courses in the Conservation and Management of Earthen Architectural Heritage prepared a management plan for the World Heritage archaeological site of Chan Chan, Peru



(University of Grenoble, France), included international training programmes in Grenoble, research and technical cooperation. Continued cooperation in 1998-2002 with the International Centre for Earth Construction and the School of Architecture of Grenoble (CRATerre-EAG) led to development of the TERRA Project. The first phase saw the preparation of an *International Bibliography on the Preservation and Rehabilitation of Earthen Architecture* and collaboration with the PREMA programme to develop a maintenance programme for the royal palaces of Abomey in Benin, with a financial contribution from the Italian Government through UNESCO Funds-in-Trust. In 1996 and 1999 the programme continued in the form of Pan-American Courses in the Conservation and Management of Earthen Architectural Heritage held in Trujillo, Peru, organized in collaboration with the Peruvian authorities, the Getty Conservation Institute and CRATerre-EAG. The participants were architects, archaeologists and conservators from Latin American countries. The course participants developed a comprehensive management plan for the huge archaeological site of Chan Chan, ancient capital of the Chimú Kingdom and inscribed on the World Heritage List in 1986.

Science and technology

The Science and Technology Programme, directed by Marisa Laurenzi Tabasso, focused particularly on training programmes. The courses on Scientific Principles of Conservation (SPC) and the Conservation of Mural Paintings (MPC) were held regularly in Rome until 1994. From then on there was an increasing transfer of programmes to the regions and the regular courses in Rome were held for the last time in 1998. MPC was re-named Conservation of Mural Paintings and Related Architectural Surfaces and the regional courses often focused on architectural surfaces in general. In November 1999 ICCROM organized a research seminar on Graphic Documentation Systems in Conservation of Mural Paintings (GraDoc), the results of which were later published²⁶⁰ and, in 1997, an international course on non-destructive and micro-destructive analytical methods.

In view of the increasing role played by natural sciences in the conservation field, ICCROM took action to support the role of natural sciences in conservation. In 1997 it launched a worldwide Survey on Scientific Research for the Conservation of Physical Heritage (SRC) in order to investigate the present situation and medium-term trends. The survey showed that the relationship between SRC and training was mainly confined to the training of conservator-restorers and the professional profile

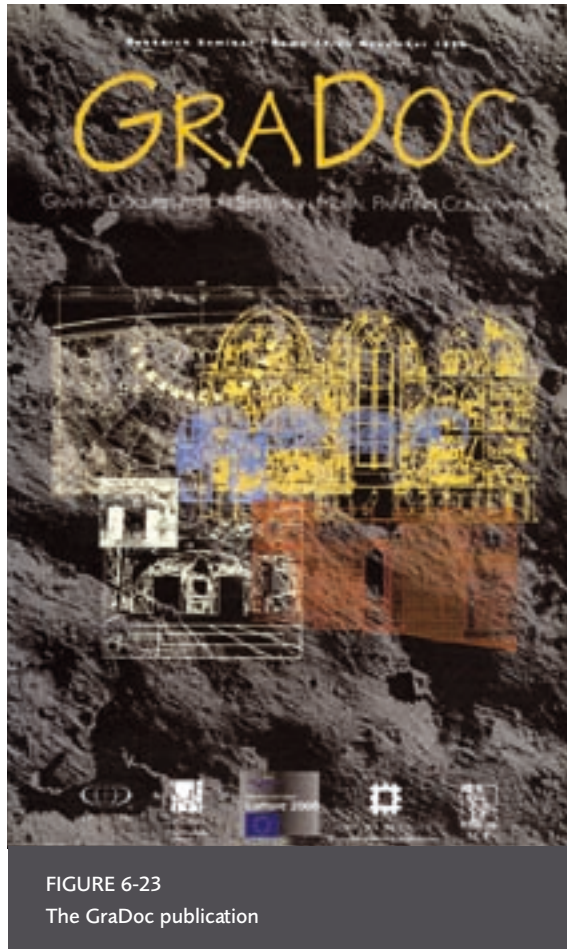


FIGURE 6-23
The GraDoc publication

of conservation scientists (CS) was poorly defined. ICCROM therefore introduced a new course specifically directed to conservation scientists in collaboration with IFROA (*Institut de Formation des Restaurateurs d'Oeuvres d'Art, France*), first in Paris and then in Rome (ANMET). In 1998 ICCROM undertook a further survey (supported by the European Commission) on the best ways to prepare conservation scientists in European countries, and the feasibility of a training curriculum for conservation scientists (CURRIC). These issues were the subject of an international meeting, organized in Bologna in November 1999, which was attended by some 50 representatives of scientific departments of universities and research institutions. The conclusions of the meeting resulted in the preparation and approval of the 'Bologna Document', which defined the role and professional profile requirements of conservation scientists:

“A Conservation Scientist (CS) today can be defined as a scientist with a degree in one of the natural, physical and/or applied scientific disciplines and with further knowledge in conserva-

tion (ethics, history, cultural values, historical technologies, past and present conservation technologies and practice, specific scientific aspects, etc.) which enables him/her to contribute to the study and conservation of Cultural Heritage within an interdisciplinary team.”

As a follow-up of the Bologna meeting, the CURRIC-LEONARDO project was launched by ICCROM, supported by ISFOL (the Leonardo da Vinci Italian National Agency) in collaboration with ten European universities and conservation research centres and managed by Rocco Mazzeo of ICCROM. The CURRIC project developed a post-graduate Vocational Training Curriculum for Conservation Scientists which, in the following years, was adopted for the first European Ph.D. for conservation scientists that was introduced by Bologna University in collaboration with the same CURRIC partners.

The SPC-MPC course models that had been developed at ICCROM were drawn upon in organizing training programmes on a variety of topics according to the needs of each region. In 1995 a regional Mural Paintings Course was organized in Transylvania, Romania and the Scientific Principles of Conservation (SPC) course was organized for the first time outside Rome in Belo Horizonte (Brazil) as a pilot programme with a duration of nine weeks (instead of the usual 18 weeks in Rome). It was repeated in 1998 in Minas Gerais, Brazil. In fact, in 1995 no courses were organized at ICCROM on Science and Technology. Instead ICCROM ran other courses on a variety of subjects: paper conservation courses in Vienna and Horn (Austria); conservation of Japanese Paper courses in Tokyo and Kyoto; and archival paper conservation courses in Santiago de Chile. In 1997, jointly with the Hungarian National Museum, it organized an international course in Budapest on the Scientific Principles of Textile Conservation and, in 1999, a regional course on the Conservation and Management of Rock-Art Sites in Southern Africa, held in Zimbabwe in collaboration with the national authorities of Zimbabwe and South Africa, with funding from ICCROM and the UNESCO World Heritage Fund.

The first Regional Stone Conservation Course for Central and Western Asia was organized by Iranian authorities in collaboration with ICCROM, which contributed to planning, defining the course curriculum and selection of lecturers. The 28 course participants were professionals from Armenia, Bangladesh, Iran, Jordan, Kyrgyzstan, Pakistan, Syria and Turkmenistan. The course was held mainly in Persepolis, taking this archaeological site as a case study. The course was part of a regional



FIGURE 6-24
The mural painting illustrating the Passion (church in Sighisoara, Romania): a) graphic documentation of state of conservation, b) the painting after restoration by the Mural Paintings Course (MPC95)

programme development to include other training activities, conferences and technical cooperation. A National Course on Scientific Principles of Conservation of Archaeological Properties was organized in Jerusalem, January 1998-July 1999, in collaboration with the Conservation Department of the Israel Antiquities Authority. The course aimed at giving the participants the elements for a scientific approach to the conservation of archaeological properties.

The new Didactic Laboratory at ICCROM, officially inaugurated in 1997, was dedicated to Harold Plenderleith in recognition of his merits as conservation scientist and of his generosity in having made a personal grant towards equipping the laboratory. One of the first activities of the Laboratory was the re-organization of the archive of samples collected from works of art by experts on the occasion of technical missions carried out on behalf of ICCROM. The Laboratory hosted the participants of various ICCROM courses, interns, and visiting professors, organized three international seminars on technical issues and published a Laboratory Handbook dedicated to the conservation of architectural heritage (structures and materials) that was financially supported by the World Heritage Centre.²⁶¹ This handbook continued an ICCROM tradition of disseminating didactic scientific/technical information that had been initiated by G. Torraca in the 1970s.

The regional courses were carried out to the same high standards as those at ICCROM. If there was any difference, it lay principally in the topics that were covered by the programme. The courses were much appreciated by the participants. For example, a Chilean participant,²⁶² referring to two courses in her country, wrote:

“For Chile, the most important benefit obtained from this experience has been a qualitative leap in the field of conservation in archives: we have achieved the consolidation of an important group of professionals. All those involved in the two courses as participants, assistants,



FIGURE 6-25
The ancient site of Persepolis in Iran with Apadana and the Palace of Darius the Great

collaborators or lecturers are now professionals that we can count on for consultancies, training and implementing projects in this area. ... The courses have functioned as catalysts for shaping actions that existed only as potential. Each event led to immediate and concrete benefits: for example, the 1994 course was a key factor in creating the Conservation Department at the National Library, which is currently carrying out a major conservation project employing five former participants. Similarly, the 1996 course provided the occasion for mounting a new conservation laboratory for the National Archive. ... After the courses and thanks to a variety of projects, other archival conservation laboratories have also been established (e.g., at the *Archivo Andres Bello* of the University of Chile and at the Archive of the Foreign Ministry, Santiago; at the Historical Archive of the Armada of Chile and that of the Lukas Foundation, Valparaiso), thus significantly increasing the number of specialized conservation units in the country. This situation has established a network of collaboration and professional exchange that contributes to the efficiency of the work being carried out, as well as facilitating new and major developments.”

Reflection on the period 1988-2000

The outgoing Director-General, Marc Laenen, in his Editorial in the *ICCROM Newsletter* 26,²⁶³ summarized the achievements of his past eight years. The aim had been to develop appropriate policies and frameworks, strengthen conservation institutions and services, contribute to the development of human resources, support the conservation profession and raise awareness of the importance of conserving cultural heritage. Laenen concluded his article:

“The eight years of intense collaboration have led to important new trends in the Organization. ICCROM has moved from being primarily an international training centre to being a platform of international solidarity where international, national and regional scientific organizations, institutes and development agencies cooperate (in the real sense of the word) to improve the professional and operational capacity of Member States to manage resources and promote understanding of the social values of heritage. While training remains one of our most important outputs, it is now included in a more global, multi-faceted approach. ICCROM offers a politically neutral platform where joint financial and

logistical efforts have an important leverage effect, and its contribution remains technical and managerial. In doing so, ICCROM slowly moves into the meaning of its vision: to be ‘The Crossroads of People, Ideas, and Action at the Service of Cultural Heritage World-wide’.”

In this period ICCROM made a great effort to assess its achievements and to plan strategies for the future. This is a continuous process, of course. Laenen’s mandate gave ICCROM a revised standing. At the same time, it marked the end of a period that also saw the retirement of several senior staff members, opening up the possibility for a new director to reconsider the balance of personnel.

Refining the quality (2000-2005): the directorship of Nicholas Stanley-Price

The General Assembly elected Dr. Nicholas Stanley-Price (UK) Director-General in 2000. With a doctorate in archaeology, he had worked as an archaeologist in the Eastern Mediterranean and the Middle East, and was then on the staff of ICCROM from 1982 to 1986 as Assistant Co-ordinator of the Scientific Principles of Conservation Course. At the Getty Conservation Institute (1987-1995), in Los Angeles, he promoted archaeological conservation and professional education, going on to the Institute of Archaeology of the University College London where he introduced a new MA in site conservation and management. He had published a number of books, including *Historical and Philosophical Issues*



FIGURE 6-26
Nicholas Stanley-Price,
Director-General of
ICCROM, 2000-2005



FIGURE 6-27
Bamiyan cliff with niche of the destroyed western Buddha (photo A. Miller)

in the Conservation of Cultural Heritage (Getty Conservation Institute, 1996, co-edited jointly with Mansfield Kirby Talley, Jr., and Alessandra Melucco Vaccaro) and had founded and edited the quarterly journal *Conservation and Management of Archaeological Sites*.

Challenges of the period

The Editorials published by the Director-General in the ICCROM Newsletter give a good idea of the challenges that ICCROM perceived in this period. In the *Newsletter* 27 of 2001, Stanley-Price raised the issues of the destruction, in March 2001, of the Buddha statues in the Bamiyan Valley in Afghanistan, a site that had been proposed to the World Heritage List before the long series of armed conflicts but had been deferred subject to improving its management (it was inscribed in 2003).

The Director-General raised another issue about the role of heritage in a globalizing society:

“In the first dawn of the new millennium, two controversies in particular have raised fundamental issues for those concerned with the preservation of cultural heritage. One was associated quite specifically with the threat and then the actual act of deliberate destruction of the two rock-cut statues of the Buddha at Bamiyan in Afghanistan in March 2001. The other is the wider, continuing debate over the benefits and

costs of the globalization of society, which popular concern has forced onto the meeting agenda of the world’s political leaders. Both debates have profound implications for an international, intergovernmental organization such as ICCROM that is devoted to the preservation of cultural heritage. There are implications in the demolitions at Bamiyan for re-thinking several premises on which cultural heritage preservation is based, for instance the notion of a universal heritage value. The ramifications of the globalization debate may appear to be less immediately relevant. But it raises important questions about preserving cultural diversity (and not least its material form) in the face of the increasing homogenization of world culture. Moreover, at a more mundane but nonetheless real level, global climate change is apparently threatening the physical survival of cultural heritage (for instance through sea-level change, severe flooding, and atmospheric pollution).”²⁶⁴

Stanley-Price observed that it was in the area of cultural understanding that the challenges arose. They would arise in situations that require understanding across cultures and disciplines, between professionals and non-professionals, young and old. Therefore, the issues of training and advocacy, part of the long-term mission of ICCROM, showed their relevance in today’s world. The goals necessarily had



FIGURE 6-28
ICCROM Newsletter 27 (October 2001)

to be adjusted over time, and the need to introduce communication skills in training curricula should be taken as an important asset, something that had already been adopted at ICCROM.

The United Nations declared 2002 the Year for Cultural Heritage, and UNESCO stated that “the biggest challenge is to make the public authorities, the private sector and civil society as a whole realize that cultural heritage is not only an instrument for peace and reconciliation but also a factor of development.”²⁶⁵ The year 2002 was also designated by the UN as the Year of Ecotourism, a concept that could raise similar issues. At the same time, the definition of what constitutes ‘heritage’ continued to expand, and new topics tended to attract resources away from existing ones. Stanley-Price referred to ICCROM’s statutory mission to provide information, its databases and its international library. The approval of a 4% increase in Member State regular contributions at the General Assembly in November 2001 made it possible to appoint an archivist and a Publications Manager, essential components for carrying out the information strategy of ICCROM.

In 2003 Stanley-Price referred to the wartime destruction of cultural heritage in Iraq, and the losses

particularly of museums, libraries and archive collections. He observed that more attention had been given to movable than to immovable cultural property, and raised the issue of the distinction between these two. He asked if this distinction was still useful, and what was the relationship of ‘property’, which was for example in ICCROM’s name, compared to ‘heritage’. The latter term grew increasingly popular from the 1960s, to be used in the 1969 *European Convention on the Protection of the Archaeological Heritage*, followed by UNESCO’s 1972 *Convention concerning the Protection of the World Cultural and Natural Heritage* (though the List still speaks of ‘properties’). He noted that, fortunately, ICCROM had been founded as a centre for conservation of all types of cultural property, movable and immovable. Another sign of integration was the International Committee of the Blue Shield (ICBS) that brought together four international NGOs representing the different fields, including ICOM, ICOMOS, IFLA (International Federation of Library Associations and Institutions), and ICA (International Council of Archives), and where UNESCO and ICCROM held consultative status.²⁶⁶ ICCROM’s bilingual course, *Sharing Conservation Science: vers un langage commun*, which was first held in Paris in 2001, was also an excellent example of bringing the different disciplines together in a training context. He concluded by stressing the need for greater integration, and noted:

“The ability of conservation professionals to work interculturally has never been more important. It is a skill that is increasingly in demand in their daily working contexts in our multicultural societies. It is in even greater demand should they find themselves called upon to aid in recovery operations abroad when cultural heritage is damaged by natural disaster or armed conflict. The preparation of specialists who, irrespective of disciplinary background, show a sympathetic understanding of culturally diverse traditions while coping with limited resources and difficult environments, remains a high priority in the conservation field.”²⁶⁷

In 2004, the Director-General drew attention to living religious heritage, under the title: *Living religious heritage: conserving the sacred*.²⁶⁸ He noted that cultural heritage was often used as a weapon in the conflicts that could be provoked by competing faiths. As a result, places and ritual objects might be demolished to gain a temporary ascendancy over another. However, he pointed out that there were many other challenges, such as changing functional and ritual needs, competing claims of



FIGURE 6-29
Living Heritage programme in Sri Lanka, 2005

coexisting faiths, fluctuating adherence to religion or to freedom of worship, secularization of society and growth of tourism, as well as museification and the potential tension between ‘scientific’ conservation and continuity of the religious tradition. These were questions that were taken up in the ICCROM Forum 2003, which focused on the subject.²⁶⁹ He concluded by saying that heritage that is recognized to have living religious values would always present different conservation challenges compared to one that is mainly recognized as a historic monument or represented as museum exhibit. The cases presented in the Forum showed that there was need for compromise and tolerance of different ways of working, but mutual understanding could be achieved acknowledging the needs of both faith and conservation.

The issue of disaster recovery was again in focus, following the devastating earthquake and consequent tsunami in the Indian Ocean on 26 December 2004. Stanley-Price commented that it was especially in the area of community life and traditions that culture makes an essential contribution to recovery efforts. While it is urgent to organize immediate assistance to survivors, the cultural and particularly religious buildings often tend to survive earthquakes due to their more solid structure. They also easily become symbols of continuity. He referred to the guidelines by the National Physical Planning Department in Sri Lanka, which acknowledged the importance of cultural heritage in reconstruction:

“The necessity to re-plan the urban areas should be used as an opportunity to create better and

sustainable urban environments. It is of prime importance, however, to retain the regional flavour in terms of architectural and historical integrity and uniqueness of the individual towns. Conservation of historic structures must be given the consideration in redevelopment plans. Activities that need to be relocated owing to their incongruity, obsolescence or any other reason should be found alternative lands.”²⁷⁰

The Director-General noted, however, that the crucial role of culture in diminishing the worst effects of natural disasters was still inadequately acknowledged. Instead of representing a curiosity, it should find a central place in all risk management strategies. Indeed, the importance of improving the practice of architectural conservation also meant raising the standards of recording, documentation, inventories and information management. These already formed part of the ICCROM tradition, and continued being introduced in the form of updated training programmes. Referring to the 2004 tsunami, Stanley-Price exclaimed:²⁷¹

“Out of this tragedy there must develop a greater awareness of the need to be prepared for such risks. Expensive high-tech early warning systems have their place in strategies for greater preparedness. But so do traditional knowledge and cultural heritage. Both must be exploited to the full in strengthening people’s ability to withstand the forces of nature in even the most extreme conditions.”



FIGURE 6-30
Natural disasters: devastation following the tsunami of 2004

Administration and strategic developments

When Nicholas Stanley-Price entered ICCROM, the organizational structure consisted of the Office of Director-General (Stanley-Price), the Programmes of Advocacy (de Guichen), Architecture and Archaeological Sites (Alva), Collections (Antomarchi), and Heritage Settlements (Stovel), as well as the Services of Documentation and Information (Uginet), and Administration and Logistics (Lindo). Subsequently, the programmes were renamed 'units', and the persons responsible became 'unit directors'. Later an Ad hoc Conservation Research Group, co-ordinated by Rosalia Varoli Piazza, brought together staff according to the subjects that it treated. There were also several changes in the staff, with senior members retiring and new ones being appointed. By 2005 the international backgrounds of staff had further diversified, with new members from Australia, Brazil, India, Jordan, Mali, Mexico, Spain, Sri Lanka/New Zealand, the UK, the USA and Zimbabwe.

In the Council, the two advisory committees, FPC and AAB, that had been set up earlier were merged in April 2000 into one Advisory Committee (AC), with France Dijoud (France) elected its President.²⁷² In November 2001 she reported:

“In reviewing the role of the Advisory Committee and that of Council, it was noted that the main problem was a lack of communication among Council members, strong commitment to the work of Council by the members themselves and the consideration of issues in sufficient time to provide the needed advice to the Secretariat. It was therefore decided to strengthen the role of the Vice Chairpersons of Council who together with the Chair would communicate regularly among themselves and with other Council members to keep them abreast of developing issues. Rather than an Advisory Committee, Council would create ad hoc committees or working groups to consider issues as they arose.”²⁷³

The Council then decided to abolish the Advisory Committee and form instead a Bureau of the Council, composed of the President and the two Vice-Presidents. From 2001 its members were Charles Costain, Chairperson, and Bent Eshøj and José Maria Losada as Vice-Chairpersons. One of the Vice-Chairpersons would be responsible for the academic programme, while the other would deal with finance and administration.²⁷⁴

In its 66th meeting (November 2002) the Council, noting the low rate of response by Associate Members to ICCROM's initiatives, recommended to

the General Assembly to eliminate this category of members and develop instead the concept of 'Partner Institution' with a list of them to be published every biennium. In the period 2004-05 the number of active partners in ICCROM's programmes was nearly a hundred, reflecting the wide range of activities and partnerships involved.

Long-term financial strategy

With the arrival of the new Director-General, one of the outstanding issues was financial management. The Council reflected on the evaluation of the impact of ICCROM's activities, its long-term budget policies, and the functioning of the Council itself. It discussed the feasibility of moving from the present biennial system to a triennial basis for the budget (noting that the UN scale of assessment was calculated over a three-year period) and of reducing the number of elected members in the Council, only to conclude that this would not necessarily solve the problems (i.e. financial and communication). In 2003, a document reporting on the situation of Member States in arrears with their payments showed that 31 Member States were in arrears although most on a minor scale and their standing was generally good. Two Member States, Vietnam and Serbia and Montenegro, had requested to be considered special cases, promising to settle the accounts in due time while Argentina and Nigeria had payment plans approved by previous General Assemblies. However, two Member States were deemed to have renounced their membership following the decisions of the previous General Assembly, and four were at risk as of October 2003.²⁷⁵

Needing a clear strategy regarding these issues, ICCROM commissioned Aurelio Marcucci, Management Consultant, to prepare a long-term financial strategy. In its 23rd Session, the Council adopted this strategy which was then approved by the General Assembly in 2003.²⁷⁶ The key recommendations of this strategy were the following:

- Budget to be based on Zero Real Growth (ZRG) rather than Zero Nominal Growth (ZNG);
- Budget to be based on the Euro rather than the US dollar, starting 1 January 2004;
- Improve the rate of collection of assessed contribution through the implementation of an incentive scheme, establishing a Special Assistance Fund and a Working Capital Fund;
- Amend the Statutes to permit 'suspension' of Member States in default;
- Develop a cost measurement system to improve the assessment of administrative cost;

- Note the increasing incidence of personnel cost on regular budget resources and the increasing dependence on external funds;
- Enhance ICCROM ability to attract external funds, and develop a corporate advocacy function to mobilize the pledge of voluntary resources under Trust Funds agreements;
- Continue to fund the reserve account for the After Service Medical Coverage Scheme on the basis of an amortization plan based on 30 years;
- Efficiency gains/possible economies could be obtained through the development and introduction of a comprehensive office manual to define policies, procedures and administrative processes and to facilitate correct and consistent application and effective monitoring

Most of these recommendations were taken on board. In 2001 it had been decided to adopt for Euro, starting in 2004, as the currency for the payment of annual contributions, the budget and the accounts. This move corresponded to the practice of several other international organizations. Due to the weakening of dollar in the world market, especially in relation to Euro, this change proved extremely beneficial for ICCROM, given that some 77% of ICCROM expenditure was in Euros and only 23% in US Dollars.²⁷⁷ Moreover in both 2001 and 2003 the General Assembly approved proposals for budget increases that took account of inflation (Zero Real Growth basis).

In 2005 the Council noted that both zero-growth and real growth options were presented in the draft

budget for the 2006-07 biennium and that this had greatly facilitated the budget planning process. It also recommended to the General Assembly that Member States which had omitted to pay their contributions for six consecutive years be suspended rather than be deemed to have renounced their membership, as in the past. The decisions were reflected in the revised Statutes, approved by the the XXIVth session of the General Assembly on 11 November 2005.

In-house or regional activities?

Through the period from 1996-97 to 2006-07, the ICCROM budget included an increasing amount of extra-budgetary income addressing the growing number of regional activities.²⁷⁸

The figures below do not consider inflation but the table gives an idea of the relationship and relative weight of extra-budgetary programmes compared to regular contributions by Member States. It shows a continuous increase from the 1980s, reaching nearly 50% of the overall budget by the end of the 1990s. This development was crucial for ICCROM particularly in a period when the private sector tended to become increasingly decisive in the management of financial resources compared to central governments, on which also intergovernmental organizations mainly depended.

When Stanley-Price took up his post in August 2000, he entered an organization that had gone through a review and re-organization process that had taken nearly a decade. The programmes were well in place, and the objectives were clear. A major question that remained was the new relationship between ICCROM's in-house programmes

	Regular	Extra-Budgetary	Total	% EB/Reg
1984-85	2,839.418	863.623	3,703.041	23%
1986-87	2,211.068	887.480	3,098.548	29%
1988-89	2,751.234	1,025.398	3,776.632	27%
1990-91	2,870.766	1,340.190	4,210.956	32%
1992-93	4,487.914	1,547.005	6,034.919	26%
1994-95	5,594.323	2,323.738	7,918.061	29%
1996-97	5,131.767	2,803.070	7,934.837	35%
1998-99	5,179.140	4,254.287	9,433.427	45%
2000-01	5,495.114	3,583.221	9,078.335	39%
2002-03	6,997.000	5,228.000	12,225.000	43%
2004-05	7,277.000	6,259.000	13,536.000	46%
2006-07	7,794.485	6,916.496	14,710.981	47%

and its regional activities. There were relatively few activities planned for ICCROM's premises in Rome in the biennium 2000-2001. The international courses had been transferred to the regions, and ICCROM's premises were mainly used for meetings and seminars to discuss programme planning. While the emphasis on regional programmes was, *per se*, important, it left ICCROM's headquarters void at a moment they had recently been improved to meet the requirements of international training programmes, including an appropriate library space with reading-room and a properly equipped laboratory facility. Council had discussed this question at length: while fully accepting the idea of regional programmes, it expressed concern about the pros and cons of shifting all activities to the regions.

In a 1996 Council meeting, Giovanni Scichilone, Central Inspector of the Italian Ministry of Cultural Heritage and Activities and representative of Italy, had spoken from personal experience of long-term trends in ICCROM, gained as teacher and host of ICCROM courses in museums that he had directed. Although regionalization was a necessity in terms of cost effectiveness, he had strong recollections of people coming to Italy from remote countries who found it much easier to speak about their deepest concerns for a globally expanded profession. At a time when the globalization of everything was relevant, he wondered whether ICCROM could convince governing bodies and funding agencies to leave a place for this professional exchange on a worldwide basis.²⁷⁹

Another who spoke of ICCROM's role in the conservation world was Gertrude Tripp (1914-2006), Deputy to four successive Presidents of the *Bundesdenkmalamt* (National Conservation Authority) in Vienna and member of ICCROM's first Council in the 1960s. She received the ICCROM Award in 1981 and the Piero Gazzola Prize in 1990. She was well aware of the evolving situation and commented about ICCROM's role:

“The most important contribution of ICCROM has certainly been the further training of professionals (*Fortbildung*). We have sent so many people to ICCROM's courses, and to all it was an important gain. Ask, for example, Andreas Lehne, but everybody tells me the same. I have told Frodl that perhaps we could have had *Fortbildung* even in Austria, but obviously we would not have had Rome here. The people were extremely impressed by the gigantic tradition that one could feel at ICCROM and in Italy. Every single person came back with a broader view. Obviously, an important part of this experience

was the great opportunity to stay in Rome. I am therefore deeply surprised that so many courses are now being exported to other parts of the world. It is of course necessary to have courses in different countries, but also ICCROM must have its own training programmes. I cannot imagine such training without Rome. If these courses were in New Delhi or in Bruxelles, it would be a different matter. I have spoken about ICCROM with Gabriela Krist recently, and she has explained that there is simply no money available for training anymore. Is that really so? I believe there must be other reasons as well. For example, we have organized courses in Mauerbach in Vienna, and it was possible.”²⁸⁰

Architect Franz Neuwirth, Director of the Department of Protection of Monuments at the Federal Ministry of Education, Science and Culture in Vienna was a former ARC participant (1973) and a Council member in 1994-2000. He recalled that the ARC course that had been held for more than thirty years had been subject to continuous revision and updating as it responded to evolving trends and needs. He was firm that in-house training at ICCROM was still needed, even though regional activities were also useful and required. There was a need to establish a proper balance:

“The traditional ARC is still necessary because it forms people and their thinking. It has an effect like the Grand Tour in the 18th and 19th centuries. It is this environment that inspires people, and acts like a mediator. You are open to impressions in a way that is not feasible in another place. Maybe it is a special thing of Rome. I did the international ARC course, and could understand that it was different. Regional courses are different; they are perhaps more practical. They are obviously also necessary, but they do not form personality, which is the case in Rome instead. They are two different things; you cannot say it is the same course. I believe, there should be a possibility to have one course in Rome, and other courses elsewhere according to possibilities. Of course, these courses outside would give an enormous feedback in Rome. It is in these regional courses, that you feel the specific needs and problems of each region.”²⁸¹

Regarding the relationship between the Council and the staff of ICCROM, Neuwirth thought that there was a need to define clearly the roles of each, and insist that each had its responsibility:

“I think that the Council has been too dominating, and has ruled too much over the Director and the staff of ICCROM. I think that part of the capacity of the personnel of ICCROM has thus been wasted (and I underline the word ‘wasted’) preparing documents for the Council over and over again. It must have been a high percentage in terms of time. There is no real cost-benefit relation. There should be more concentration. It is of course good that the Council is in contact with the staff, and that they can react, but as ICCROM is an institution and the staff is also an institution, there should be certain rules. The relationship should be, in a certain way, canalized. This would make the work much easier for the Director-General. I think that the change of rules so that you only have one special committee – instead of two - is already going in the right direction. The two committees were sometimes even competing each other without knowing this. I also think that the Director-General should be considered a part of staff, and guarantee certain continuity, perhaps not too long, but a reasonable period. He should be given confidence by the Council, and should be given a possibility to put into practice the programmes. The Council should take an advisory role in this process; it should not go in every detail, but rather discuss the strategic orientations.”²⁸²

Specific policies

In the first biennium of Stanley-Price’s directorship, ICCROM prepared a series of new policy guidelines, as well as proposing amendments to the Staff Regulations and Rules. The Staff Regulations had last been modified in 1997, but since then issues related to personnel seemed not to be adequately covered. The new amendments²⁸³ related to Article 1 concerning the conduct and obligations of the staff; Article 2 regarding outside activities and remuneration; Article 4 regarding gifts and honours; and Article 5 regarding privileges and immunities, with a new point being introduced in Article 2 regarding communication of information. These revised Regulations were duly adopted by the Council.

A policy document on the use of outside consultants and advisers²⁸⁴ had become necessary as a result of increased attention to regional activities and internationally co-ordinated thematic programmes. The objective of this Policy was to ensure consistency and transparency, to obtain the best value for services and an optimal balance of overall benefit to the organization. The Policy also provided guidance for the development of internal administrative procedures. The use of consultants was essential in most programmes

since staff members, even though qualified professionals, were continuously involved in a variety of administrative and project management tasks. Furthermore, ICCROM’s programmes were generally multidisciplinary and often required several disciplines and a number of experts or specialists in order to cover the specific needs of each programme activity.

In his Long-Term Plan of ICCROM Andrzej Tomaszewski had stressed that its second statutory function was that of research.²⁸⁵ On the one hand, it was the responsibility of ICCROM to enable staff members to pursue serious research resulting in scientific publications. On the other hand, ICCROM should invite qualified researchers to study specific conservation problems or to prepare doctoral dissertations. Tomaszewski had proposed that ICCROM start implementing this statutory function as part of a global policy in conservation through systematic cooperation with its Associate Members. It was, however, finally under the directorship of Nicholas Stanley-Price that a Policy was prepared for interns and visiting professionals and scholars at ICCROM.²⁸⁶ This Policy proposed the establishment of the Internship and Fellows Programme in order to:

- increase the intern and visiting professional/scholar’s understanding of current issues of heritage preservation at the international level and to give him/her an insight into the work of an intergovernmental organization and of ICCROM in particular; and
- provide ICCROM with the opportunity to have interns and visiting professionals/scholars assist with finding ways and means to address heritage preservation issues.

The programme introduced a systematic approach to handling the requests for internships at ICCROM, introducing a new category of ‘ICCROM Fellow’ for senior professionals who wished to spend time at ICCROM making use of its resources. Interns were actively supervised by a member of staff and normally worked on one of ICCROM’s programmes. Fellows were expected to carry out their own research with a staff member identified as their contact person for any assistance required. Fellows could also be associated with and assist an ongoing ICCROM programme if agreed to be of mutual benefit to both the Fellow and ICCROM.

ICCROM accepted and paid stipends to an annual maximum of four interns, each staying for a period of two to six months. It also awarded two Fellowships per annum, each for a period of up to five

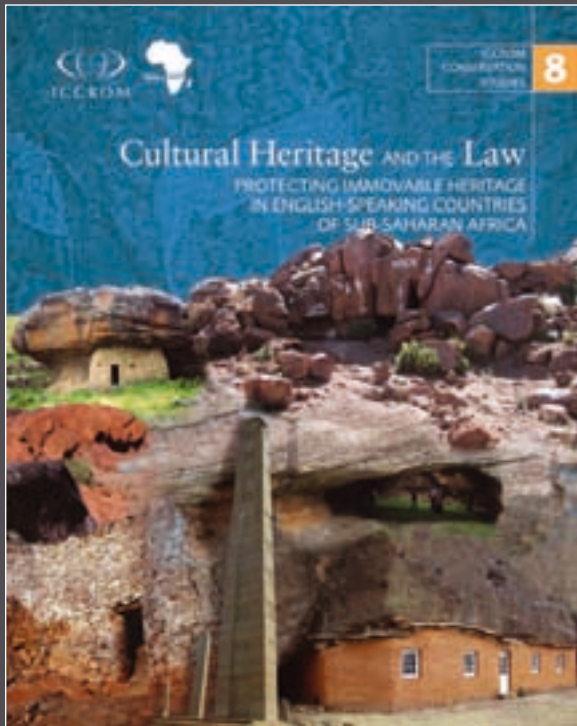


FIGURE 6-31
Examples of the series of
ICCROM Conservation
Studies: Cultural Heritage
and Law in Sub-Saharan
Africa (No. 8, 2008);
Conserving the Authentic
(No. 10, 2009)

months. Fellows who were funded from other sources could also be accepted under this programme, subject to space and resources being available. The scholarship funds provided grants to those participants who had been accepted for an ICCROM course and who, despite trying all other avenues, were unable to find the funding to make their participation possible. In the period from November 2003 to October 2005, there were ten recipients of ICCROM fellowships and thirteen ICCROM Internships. They worked on such topics as the analysis and conservation of materials, the management of ICCROM's image archives, preparation of tourism guidelines, assistance to training programmes and the evaluation of the conservation requirements of the Protestant Cemetery in Rome. The ten Fellowships went to individuals from China (1), Croatia (1), Germany (1), Italy (3), Poland (1) and the USA (3).

The Didactic Conservation Laboratory of ICCROM, installed in 1996, had remained unused for a period after the in-house training courses had been discontinued. The Director-General reactivated the laboratory as a scientific service of ICCROM's Secretariat within ICCROM's programme areas. In this period, the Laboratory hosted and supervised interns, organized short specialized workshops, provided technical advice and responded to ad hoc requests.

In January 2005 ICCROM created a Conservation Research Group (CRG) as an in-house group of ICCROM's professional staff, in order to strengthen ICCROM's ability to fulfil its statutory function of coordination, stimulation and diffusion of research. The CRG advised the Library on new acquisitions of technical literature and organized in-house meetings on specific topics, such as risk concepts, the European Committee for Standardization, and living heritage at Angkor. The CRG also coordinated the work of volunteers from Italian universities. In the 2004-05 biennium ICCROM staff published more than 30 scientific articles, conference papers or other publications.

Last but not least, ICCROM prepared a discussion document on ICCROM Policy on Publications, which was circulated to Council at its 64th meeting (November 2001)²⁸⁷ and led to the setting-up of a Publications Working Group to implement the policy, starting in 2002. Publications had always been part of ICCROM's activities but Stanley-Price gave them a particular emphasis, considering that it was an obligation to publish the results of scientific research carried out at ICCROM, to disseminate advanced thinking in conservation and to benefit from them for promoting the image of ICCROM. Most of ICCROM's publications had been low-cost editions of lecture notes or other material related to

programme activities. Now, it gave emphasis to the design of their external appearance. An important result of this policy was the *ICCROM Conservation Studies* of which ten volumes had appeared by 2009.

ICCROM's Strategic Directions

In his justification of the proposed 2002-03 Programme, the Director-General stressed the current trends in conservation, and particularly the need to pay attention to cultural diversity and changing needs and demand as a counterpoint to globalization. He wrote:²⁸⁸

“The current emphasis in conservation on identifying the values of a place or object has undoubtedly contributed to awareness of the relativity of cultural significance. Studies of significance assessment demand an approach that is open to diverse points of view. This is true whether that diversity derives from culturally different groups or from the varying attitudes of different stakeholders sharing the same cultural affinity. The need to incorporate cultural diversity’ in conservation decision-making is reflected in recent studies of representativity in international bodies. For example, the World Heritage Committee has recently studied equitable representation in the World Heritage Committee and the representativity of the World Heritage List.”

The Director-General noted that any response to evident needs has to distinguish emerging long-term fundamental needs from short-term changes of emphasis in conservation. It also has to be alert to the implications of changing trends in conservation. With limited resources, attention to new topics would necessarily mean less attention to previously important themes. While the past themes continue being in demand, it is thus necessary to make a balanced judgement about the options. For this reason, the Director-General proposed to develop Strategic Directions. The Council took part in drafting these Strategic Directions jointly with the Director-General and the staff of ICCROM. These directions were approved by the General Assembly in November 2001, and guided the development of the specific goals of the biennial programmes for the following four to six years. The Strategic Directions (SD) were approved as follows:²⁸⁹

- SD1. Recognition of the value of cultural conservation as of similar importance to, and closely linked with, the value of nature or environmental conservation

- SD2. Adoption of policies and activities that integrate the conservation of movable and immovable cultural property
- SD3. Maximising impact by reducing project duplication amongst different agencies active in international cultural heritage conservation
- SD4. Encouragement of cultural diversity in all aspects of policy-making, partnerships and teaming
- SD5. Promotion of risk assessment in strategies for inventory and documentation
- SD6. Incorporation of cultural heritage conservation theory and practice in education curricula at the university level
- SD7. Promotion of the profession of conservation and of educational and didactic material support for it
- SD8. Co-ordination and promotion of interdisciplinary research into heritage conservation

ICCROM was founded to help safeguard both movable and immovable cultural property. While movable heritage could usually be identified as part of architectural ensembles, conservation programmes were often organized independently. Now, the Strategic Directions took this idea further than in the past proposing “to adopt policies and activities that integrated the conservation of movable and immovable cultural property.” Furthermore, as Herb Stovel explained before the General Assembly, “some of the long-term strategic directions in the programme were intended to integrate natural and cultural conservation, as exemplified by the World Heritage Convention.” The aim was also to introduce conservation in educational curricula at all levels of education.²⁹⁰

Through the 1990s ICCROM’s programme had already been broadened and was touching a number of new issues in response to the emerging challenges. The programme normally contained activities that were planned on a long-term basis, while some others were planned to meet a particular request. The programme for the 2002-03 biennium took into account two aspects in conservation trends: a) cultural diversity and b) changing needs and demand. Indeed, in the 2001 Council meeting, the Director-General presented the draft Programme and Budget for the 2002-03 biennium:²⁹¹

“In terms of the rationale for the present programme, it was important initially to identify the important trends in conservation and how these had influenced the design of the draft Programme. These included cultural diversity and the phenomenon of globalization which

was often seen as a threat to the former. ICCROM through its mandate had a duty to encourage the preservation of cultural diversity; assessing the cultural significance of sites and collections which also frequently emphasized the relative nature of many cultural values - i.e. the values attributed by one group to a place or object could be very different from those attributed by another group - brought out the need to recognize cultural diversity. This was relevant and is reflected in practical conservation activities but also in for example the committees established by the World Heritage Committee on representativity and concerning representativity of its members in the list of World Heritage sites. All of these sought to establish broad-based and universal cultural representation and values. At the same time the draft Programme took into account the need to meet the five statutory functions of ICCROM, to respond appropriately to incidental requests made by Member States as well as carrying out a number of important proactive programmes. ...

The draft Programme identified two main areas of work, the first of which was education and training, focussing on long-term activities such as PREMA/TERRA/AFRICA 2009, ITUC, the SITES Near East Programme, on crafts and conservation, and conservation of archives. This included encouraging the teaching of conservation in higher education through for example ICCROM's advisory role in EPA, in the hosting of advanced seminars in Rome which included inter alia a newly evolving internship programme, the CURRIC programme, and enhancing the role of the scientific laboratory. The other main field of ICCROM activities was information and diffusion. A new Office of Communication and Information (OCI) had been set up which had the function of collecting and diffusing information as well as enhancing the image of the Organization, promoting ICCROM and also acting as the office for coordinating fundraising. The collection and diffusion of information served two purposes, both for ICCROM's own information to determine emerging needs in conservation, and also for re-organizing and classifying the information and making it available to the public and to the profession."

The 2002-03 Programme document (pp.34-35) also specified the meaning of certain terms to be used in the future. 'Programme' would refer to a coherent, continuous long-term plan of projects and activities which have clearly defined objectives and time-line,

and which relate to a single subject-area. "Project" was defined as a group of activities that together constitute a coherent whole designed to achieve specific goals in the long-term programme. "Activity" instead indicated a single event or action that forms part of a project. The groups of staff members assigned to work on specific programmes were to be referred to as 'units'. Project Managers were responsible for implementing programme activities and reported to the Unit Director. ICCROM Professional Staff would review programme issues, and the Administrative Committee would address matters of administration and operation, each committee meeting regularly every two weeks.

The overall programme that was adopted by the General Assembly for the biennium 2000-01 was based on the orientations recommended by Council in its sessions in 1998 and 1999. Some programmes of the previous biennium were suspended, while others were integrated into new strategic programmes and transferred to regions, often managed by ICCROM's Associate Members. At the same time, ICCROM maintained a follow-up relationship and monitored the operations. In this period, the programme was articulated into three sections: a) Observatory (Helios, which aimed at the collection of reliable information on needs and provisions), b) Programmes (Heritage settlements, AFRICA 2009, TERRA, Architectural Conservation, NAMEC, Collections, Advocacy, Technical Missions), and c) Laboratory, Information management.

In the subsequent biennia the Observatory was discontinued, and the overall scheme was newly articulated into long-term programmes dealing with a variety of heritage resources as well as addressing specific regions, such as Africa, Arab States and Asia. Most of these programmes were implemented in the regions where they could most appropriately reach their audiences. Some, however, were again programmed to take place in Rome with priority being given to participant teachers who would be able to transfer their course experience to their own educational curricula, referring to the goal of incorporating the conservation of cultural heritage in educational curricula and in the policies of organizations that fund development.

Responding to the request to bring some training activities back to headquarters, ICCROM started again organizing regular courses in Rome. These came to include courses on Sharing Conservation Decisions, Architectural Conservation (Conservation of Built Heritage, CBH), Heritage Recording and Information Management (ARIS), and Preventive Conservation: Reducing Risks to Collections. The ICCROM headquarters in Rome also hosted advanced seminars



FIGURE 6-32
The Conservation of Built Heritage Course (CBH) included archaeological site management, using a case study of Herculaneum, Italy

such as the ICCROM Forum, which was addressed to leading conservation specialists and generally led to publications. Technical Services would include the Library and the Laboratory facilities.

In its role as an Advisory Body to the World Heritage Committee ICCROM undertook various activities in support of the implementation of the Convention. These included attendance at the

statutory meetings of the Committee, the Advisory Body meetings, meetings on the technical implementation of the Convention (e.g. for the revision of the Operational Guidelines) and activities which enhanced scientific development of the Convention. ICCROM also reviewed and gave advice to the Committee on all international assistance requests for cultural heritage, taking part in state-of-conservation missions, periodic reporting meetings, and capacity-building exercises. In 2004-05, the World Heritage-related activities of ICCROM included the organization in New Delhi of a training course for Indian professionals on Risk Preparedness, a course in Rome for Palestinian professionals on World Heritage nominations and management plans, a workshop on the implementation of the World Heritage Convention for Iraqi technicians and development of assistance modules for the Arab States. In this same biennium, ICCROM staff undertook more than two hundred missions, including representation, technical-scientific advice, lecturing, planning and organizing courses, and attending seminars and conferences.

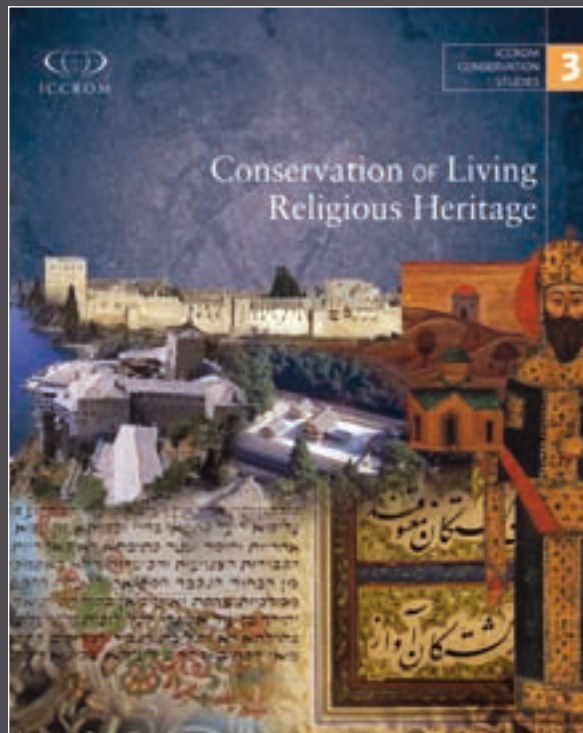
ICCROM Forum

The ICCROM Forum had originally been planned as an annual international meeting, held normally at ICCROM, at which the latest thinking on a broad



FIGURE 6-33
The archaeological site of Jericho, Palestinian territories

FIGURE 6-34
The Forum on Living Religious Heritage, published as ICCROM Conservation Studies, No. 3, 2005



conservation theme could be shared. It corresponded to the statutory function to co-ordinate and stimulate research on the scientific, technical and ethical issues relating to cultural conservation. In the biennium 2002-03, it was re-introduced as a carefully designed research meeting, resulting in an edited publication. There were two Forums proposed for that biennium: one on crafts and conservation, to be organized by the Collections Unit, the other on the conservation of living religious heritage proposed by the Heritage Settlements unit. In preparatory discussions involving both Council and Staff, the two themes seemed to converge and the outcome was a single Forum on the Conservation of Living Religious Heritage (October 2003). The topics included management of cultural and sacred landscapes and religious ensembles, representing different world religions and spiritual practices. The results were published as one of the ICCROM Conservation Studies.²⁹² In the biennium 2004-05, for budgetary reasons, there was held again only one Forum which focused on armed conflict and conservation (October 2005), and papers from it were published in 2007.²⁹³ The topic of the third ICCROM Forum was on privatization and cultural heritage, taking place in Catania, Italy (September 2007) and organized in partnership with the regional authorities and sponsors and the Italian National Commission for UNESCO.

Collections and museums

With the transfer of PREMA programme activities to Africa, in the biennium 2000-01, follow-up was managed autonomously by EPA (the *Ecole du Patrimoine Africain*) and PMDA (the Programme for Museums Development in Africa).

In 2000 ICCROM created the EPA Fund to provide sustainable support to the running costs of the EPA with the objective to reach at least €2 250 000. The Fund received the High Patronage of the Presidents of France (Jacques Chirac) and Italy (Carlos Azeglio Ciampi), the Director-General of UNESCO (Koichiro Matsuura), the former President of Benin (Emile-Derlin Zinsou), former UN Secretary-General (Javier Pérez de Cuéllar), the President of the Pro-Dignitate Foundation (Maria Barroso Soares) and the producer, composer and performer Quincy Jones. The contributions were received at a special bank account in Rome and then transferred for investment to a reliable investment company in Milan. By 2005 the Fund had grown to €2 337 899.64 which exceeded the initial target. The net interest (ca 15%) was transferred to EPA every six months. In July 2002, the first transfer amounted to €9 535 but in July 2005 it was possible to transfer €14 000.²⁹⁴

The Preventive Conservation programme continued in other forms as well. In the biennium 2002-03, the Collections unit carried out a training-of-trainers project in close collaboration with the Canadian Conservation Institute (CCI). Preparation included a user survey through questionnaires and discussions to serve as a basis for the course design workshop in July 2002 in Rome. The three-week course was attended by 24 participants from 15 countries, taking place at CCI in Ottawa, Canada, in June 2003. In addition to the regular programme carried out by EPA, another major collaborative project between ICCROM, PMDA and EPA was launched as Generation 2 Project. This project included the production of education and training kits on museum enlivening skills, object deterioration, mounts and supports, pest control, documentation and collections. The kits were tested in a series of short workshops.

Based on the results of a feasibility study carried out in 2001, ICCROM organized the first regional course in the preventive conservation of collections in South East Asia. This three-week course took place in Bangkok in July 2002, as a joint venture with the SEAMEO-SPAFA Regional Centre for Archaeology and Fine Arts with 19 participants attending from nine countries of South-East Asia. Following this initiative, ICCROM and SPAFA decided to launch a five-year programme, CollAsia 2010, based on a Memorandum of Understanding between the two organizations. The purpose of the programme was to improve knowledge of materials and objects in South-East Asian collections, to improve conditions of collections, and to form bridges between collections and communities in this region. The programme was joined by other partners, including the ASEMUS network, the Tropen Institute of the Netherlands, the Getty Grant Program, and the Skaggs Foundation, as well as museums and institutions from the region and from other countries. The first phase was implemented in the biennium 2004-05, including international workshops on conservation and presentation of specific materials and collections, regional fieldwork projects and inventory and documentation work for community-based collections. The first activity was a three-week international course on the conservation and exhibition of Southeast Asian collections, held in Bangkok in January 2005. A second CollAsia course followed in August-September 2005 in Leiden, in collaboration with the National Museum of Ethnology in Leiden.

ICCROM also collaborated with ICOM and GCI (the Getty Conservation Institute) in developing the education component of a Museums Emergency Programme (MEP), initiated by ICOM in 2000. The



FIGURE 6-35
Training in the management of collections; CollAsia programme, Manila, Philippines, 2006

first phase consisted of a two-week introductory workshop in Bangkok in August 2005, continuing with a second phase focusing on practical work and extending until March 2006. After the conclusion of the field training, the participants had a concluding workshop, starting to adapt the information and ideas to their own museums while remaining in contact with course instructors and other participants.

In the biennium 2000-01, ICCROM jointly with nine partner institutions was awarded an EU/

Leonardo programme grant to carry out a Curriculum Development Project, CURRIC. The main objective was to develop a curriculum at post-master level as a possible educational path to becoming a conservation scientist. During the biennium, the curriculum was discussed and designed into eleven core courses, which were divided into modules and adapted to the European University credit system. The pilot phase was concluded in November 2003. ICCROM also participated in a European project for the establishment of a network of scientific research centres in conservation (LABsTECH project).

In June 2001, an international pilot course on design and implementation of scientific research projects in conservation of cultural heritage was organized at IFROA (*Institut Français de Restauration des Oeuvres d'Art*) in Paris, as a joint venture of ICCROM and the *Ecole Nationale du Patrimoine* and in collaboration with the *Centre de Recherches et de Restauration des Musées de France*, the *Centre de Recherche sur la Conservation des Documents Graphiques*, the *Laboratoire de Recherche des Monuments Historiques*, the Getty Conservation Institute, and the *Université Libre de Bruxelles*. The programme developed into a new international four-week course on Sharing Conservation Decision-making which was held in Rome (with a week in Florence) in November 2002. The course was repeated in 2004 and in 2006 in close collaboration with the *Istituto Centrale del Restauro* (ICR, Rome), *Opificio delle Pietre Dure* (OPD, Florence) and *Institut National du Patrimoine* (INP, France).



FIGURE 6-36
Courses on conservation of lacquer in Japan





FIGURE 6-37
Workshop on the management of archives, Chile, 2001

The course addressed conservator-restorers, curators and conservation scientists, and its purpose was to increase interdisciplinary collaboration among professionals in the decision-making process. As a participant commented after the course: “The course helps to change the way you think ... the courage to make decisions, to understand and justify them, and to document them.”²⁹⁵ This programme was accompanied by other initiatives related to improving conservation education.

Building on its past collaboration with Japanese conservation institutions, ICCROM launched new projects for the biennium 2004-05 under the slogan, East meets West - Japanese and Western conservation traditions. The ninth three-week course on the Conservation of Japanese Paper took place in Tokyo and Kyoto in September-October 2004, organized by the National Research Institute for Cultural Properties of Tokyo and ICCROM. In the following year, the Research Institute published a bilingual compendium of all course materials. In October 2005, the Fourth International Course on Conservation of Urushi (Lacquer) took place in Tokyo and Kiso, with participants from the USA and several European countries.

In collaboration with the National Archives of Brazil and the Centre for the Conservation and Preservation of Photographs of Funarte (National Foundation of Arts), ICCROM organized a course on Science in the Conservation of Archival Collections, held in English in Rio de Janeiro in July 2005. The intensive three-week course, the first of its kind, explored a variety of aspects relevant to planning and implementing timely, cost-efficient and methodologically sound research within the context of

archival institutions. Special attention was paid to effectively adapting and applying results of research carried out by colleague institutions and non-heritage disciplines.

Evaluation of course programmes

The Architectural Conservation (ARC) Programme was re-configured as a series of new activities, addressing strategically issues to improve the conservation of the built heritage, acting as an observatory on related matters, and serving as an advanced forum for reflection on future programmes. In response to perceived priorities, ICCROM organized a series of international courses on Architectural Records, Inventories, Information Systems and Conservation (ARIS), the first one held at ICCROM in Rome in late 2003. Several other regularly held technical courses were all grouped within the ARC programme such as the biennial International Course on Wood Conservation Technology in Oslo, organized in 2002, 2004 and 2006, when the responsibility and funding of the course were gradually transferred to the Norwegian partners.⁸⁶ Other examples included the Course on Conservation and Restoration of Wooden Structures in the Asia-Pacific Region in Japan, organized jointly with UNESCO and Japanese authorities;⁸⁷ and the International Course on Conservation of Modern Architecture (MARC) that took place in Jyväskylä, Finland, in 2002, 2004 and 2006, in collaboration with the Alvar Aalto Academy, the Royal University College of Fine Arts in Stockholm, Alvar Aalto Museum and the Finnish National Board of Antiquities. The TERRA Project developed in partnership with CRATerre-EAG and the Getty Conservation Institute, giving particular attention to the Latin American region as expressed in an International Seminar on Earthen Architecture in seismic-hazard areas, “Sismo Adobe 2005”, organized in Lima, Peru in May 2005. The project included various activities for the development of educational and training tools related to earthen architectural heritage. ICCROM also participated in a number of meetings held in consequence of the earthquake in Bam in December 2003.

In 2002-03, following a Council decision, an evaluation of the Architectural Conservation programme and of the Venice Stone Conservation Course was undertaken by an external firm (Minerva Partners of New York, who had already carried out a preliminary evaluation of the ARC course in 2001). The report noted positively the efforts of ICCROM over the years to develop international interdisciplinary training programmes. With regard to the Stone Course, the report questioned to what extent an interdisciplinary course focused on decision-making processes in stone conservation could satisfy all partic-



FIGURE 6-38
 Poster for the course on architectural recording and information systems, ARIS 2009, organized in Rome jointly by ICCROM and the Getty Conservation Institute

ipants. To what extent could such a course organized in one place cover all the problems involved, particularly taking into account the important advances in this field since the course was first inaugurated?²⁹⁸

At its 67th meeting on 17 November 2003, the Council reviewed the results of the new evaluation reports with the opinion that the “Council Members agreed that the reviews of the Architectural Conservation (ARC) Programme and Venice Stone Course were of such poor quality that no decisions could be based on them alone, especially without firm recommendations from ICCROM staff. Resolution of the problem was again deferred and sent for consideration to the Council for the biennium 2003-2005.”²⁹⁹ Subsequently the Council appointed a Working Group to

examine the situation and make recommendations with as co-chairmen John Fidler and Blaine Cliver. The Fidler Report noted that there had obviously been a mistake in the choice of the contractor but continued: “The contractors made poor interpretation of invalid statistics; placed mistaken emphasis on past ICCROM trainees and their perceptions where no comparisons were available; failed to make sufficient rapport with ICCROM’s expert trainers; and made no attempt to evaluate current international training needs against a backdrop of changing quality in regional conservation training.”³⁰⁰ The report further noted that Minerva had failed to see the Stone Course and the ARC Course in their context, which included for example the courses on the Conservation of Wall Paintings and Architectural Surfaces and on Scientific Principles of Conservation, which ran parallel to ARC. The ARC programme had continuously changed over time, and had focused on very specific and different audiences at any one time: “Over its 32 years, the ARC course did, as Minerva states, advance the state of knowledge and quality of practice in the architectural conservation field. Many of its seminal published outputs started life as course handouts, or as proceedings from colloquium designed to establish the state-of-the-art for teaching purposes. But to suppose that this did not happen at a scale congruent with ICCROM’s mission, responsibility and opportunities as a leading international institution ignores the reality of the scale of architectural conservation practice worldwide. ICCROM’s ambitions ought to be based on what is practical at a strategic level.”³⁰¹ Fidler also notes that for many participants the ARC course had been the only exposure to international conservation practice; therefore, it was important to retain its broad panorama.

Regarding the Venice Stone Conservation Course, Minerva reported that in the five cycles since 1993, the course had trained nearly 100 conservators, the majority of whom now occupied positions of influence within major national conservation agencies in the world. It also noted that the teaching faculty included internationally recognized stone conservation and research expertise. At the same time, it was clear that a relatively short course could not include all aspects (structural and material), but was focused on surface treatments. Minerva had assumed that because there were several courses around the world teaching stone conservation, these would all be of the same calibre and effectiveness. The Fidler Report noted: “This is not the case – for example, not one of the specialist stone conservation units within postgraduate architectural conservation courses at British universities are of the calibre or duration of the Venice Stone Course. Nor are these national and regional courses



FIGURE 6-39
Stone course in Venice; Lorenzo Lazzarini teaching

always available to ICCROM's constituency because of the lack of accessibility (i.e. language, transport and costs) and time components involved (i.e. the length of postgraduate degree courses).³⁰² One of the criticisms brought up by Minerva was that, in the 1990s, the Council had thought that Rome and Venice did not constitute good didactic tools especially for those based in rural developing countries. The Fidler report instead argued that this perception denied ICCROM's extensive infrastructure and resources in Rome. It stated that "by bringing trainees away from their own environments and exposing them to new experiences and peers from other cultures in the Rome-based ARC and Venice-based Stone courses, all participants benefited from cross-cultural and technical understanding. The vernacular architecture and materials of their homelands could be shown through publications, slide shows and seminar meetings and discussed with others whose experiences were similar but different."³⁰³ The Working Group report concluded that ICCROM's own paper on *Conservation of the Built Heritage: a long-term ICCROM Programme - discussion document* (February 2004) was helpful and was seen to converge on points of strategy and detail.

The AFRICA 2009 programme that had been established at a regional meeting of African heritage professionals in Abidjan in 1998 was organized in close collaboration with the UNESCO World Heritage Centre and CRATerre-EAG. The long-term aim of the AFRICA 2009 programme was to improve the conditions for the conservation of immovable cultural heritage in Sub-Saharan Africa integrating it into a sustainable development processes. It aimed to create better policies and legal frameworks for conservation, to increase professional capacity, and to create better networks of communication. The programme was a sort of sister programme to PREMA.³⁰⁴ The programme included a series of regional courses in the conservation and management of immovable

cultural heritage, organized in several African countries. These were complemented by seminars for conservation directors, short-term technical courses, regional thematic seminars, research on management planning, a survey of training institutions in Sub-Saharan Africa, legal and administrative frameworks and documentation of dry-stone constructions. The programme generated the development of a cross-continent network of contacts and promotion of exchange. It also produced a number of publications of conference papers as well as research on African themes. In an evaluation report in 2002, AFRICA 2009 was considered to have met the basic requirements for training as means of capacity-building, and the report recommended that the programme be granted full support for continuation though with some adjustments. It was recommended to continue more detailed surveys on impacts and needs assessment in the region, increase the number of courses, and continue working on a network for the exchange of information. It was hoped that the staff involved in the project could be increased, and that the project could be gradually institutionalized.³⁰⁵

The Support Programme for the Cultural Heritage of North Africa and Near and Middle East Countries (NAMEC) set out to improve the conservation and enhancement of the material cultural heritage in the Maghreb countries by improving the human resources involved. The programme was received favourably by the Ministry of Foreign Affairs of Italy, because its objectives coincided with the general political objectives to improve employment opportunities in North Africa, thus reducing the pressure for emigration. In 2002 the NAMEC programme was evaluated externally.³⁰⁶ The evaluation report recognized that particularly the Tunis Architectural Conservation Course "appeared to be wholly relevant, because it fulfilled an important function for the provision of training regarding the immovable cultural heritage in the country itself and in the region as a whole."³⁰⁷ Regarding the conservation of movable heritage, the issues were more complex, considering that "the institutions in these countries, except for Tunisia, are still only just beginning to lay down a clear-cut strategy for human resource management. This being so, trying to create the profile of a 'conservation manager', with a multidisciplinary academic background was relevant, particularly because this type of course is unique in the Maghreb countries and fills a training void. However, the courses and the planning of these courses could have been 'more relevant' if the profiles set out and the resultant objectives had been defined on the basis of conservation policies and the human resource training and management strategies resulting from them."³⁰⁸



Figure 6-40; AFRICA 2009
programme: management training
at the Kasubi Tombs (Uganda), a
World Heritage site

Figure 6-41; AFRICA 2009
programme: painting of traditional
buildings in Burkina Faso



The report noted that the level of impact of the Maghreb courses had been very significant in Tunisia. At the time of the evaluation, the exploitation of the newly trained professionals was still under discussion in Algeria and Morocco. The most important lesson was to make the national institutions responsible so that they can take over the management of initiatives

supported or proposed by ICCROM. The feeling of the institutions in the regions was that ICCROM's presence (at the time of evaluation) was still highly desirable. In the case of the Tunis course, this was not the case as the University of Tunis had already taken over the programme. It was also observed that governments could no longer employ easily; therefore the role of professionals in the private sector was becoming increasingly important - requiring appropriate training.³⁰⁹

As a follow-up to NAMEC, ICCROM launched a new programme for the management of archaeological sites in Jordan, Syria and Lebanon, to be known as SITES Near East, as part of a five-year programme 2000-05. The programme included expert missions and workshops on specific themes, such as a UNESCO World Heritage contract to assist in the conservation of wall paintings in the Qadisha Valley in Lebanon. In a further development in 2004-05, the programme was re-established as ATHAR, based on extra-budgetary funding and co-ordinated by Zaki Aslan of the ICCROM staff.¹⁰⁰ The first official activity was a Programme Orientation Meeting in Damascus and Syria in May 2004. In the following year, ICCROM organized in partnership with the Syrian authorities and UNESCO an Applied Course on Heritage Site Management in Bosra, attended by 20 site managers from the Departments of Antiquities of Jordan, Lebanon and Syria. The programme further expanded such that it was no more limited to the Near East but - from 2006 - open to all Arab countries. The programme also included numerous technical missions, expert meetings, seminars and workshops, such as a Regional Workshop in Amman for ASPnet Secondary School Teachers, focusing on the introduction of young people to heritage site management and protection. This workshop was based on a practical manual published by the programme.³¹¹



FIGURE 6-42
The archaeological site of Byblos, Lebanon

While ICCROM's 'classic' International Architectural Conservation Course had been discontinued in Rome, its logic and philosophies had been carried over to other programmes that continued to flourish at ICCROM and in collaboration with partners in other regions. Indeed, responding to the many needs and demands, the ARC course expanded in scope beyond its original educational objectives, and diversified into different activities, projects or programmes focussed on particular materials or particular regions



FIGURE 6-43
The courses in the Preservation of the Earthen Architectural Heritage (PAT96) in Latin America, conservation work at Chan Chan, Peru

(or a combination of the two). Examples have already been given: the 'Wood Course' (Norway), the 'Stone Course' (UNESCO, Venice), the Architectural Conservation course in Tunis, the ITARC courses in Rome, the Modern Architecture Course (MARC, Finland), the GAIA and TERRA Projects (including four international and two Pan-American PAT courses), the NAMEC and Sites Programmes, the AFRICA 2009 Programme and the ITUC Programme. In 2002, Stanley-Price in an ICCROM discussion paper noted that there was evidently a continuing need for advanced professional education in architectural conservation, and new needs could be addressed in collaboration with partners either in Rome or in the regions concerned.³¹²

The 10-year ITUC Programme (Integrated Territorial and Urban Conservation), which had been launched in 1995, continued to develop and mature based on the original scientific and philosophical basis until its conclusion in 2005, co-ordinated by the Heritage Settlements Unit of ICCROM under Herb Stovel. The efforts in this period were oriented particularly toward consolidating training curricula and supporting materials, to increasing access to these materials, and to strengthening training infrastructures at regional levels for long-term sustainability. The principal idea was that there should be an international team of professionals forming the core of the programme, which would include an international training programme every two years. The first course focused on cultural landscapes and took place in Rome (November-December 2002), involving partners in Brazil, USA, and Sweden and the UNESCO World Heritage Centre. The essence of the course concerned what was a cultural landscape and how should it be sustainably managed so as to keep it alive. "Conventional heritage approaches focus on the state of conservation of particular heritage features and elements. A cultural landscape approach focuses on the key processes that have shaped, and continue to shape, the character of the landscape. Cultural landscapes are not saved by conventional conservation tools, such as 'development control', but by a recognition of the forces that govern the dynamics of change - agricultural policy, for example, often set by government without any regard for its impact on the landscape."³¹³ The problem often was to identify the appropriate limits of change without losing the character and qualities of the landscape.

An International Course on Integrated Territorial and Urban Conservation was organized, along with an International Expert Seminar, at ICCROM in Rome in April-June 2003. The programme benefited from a long-term collaboration with CECI (*Centro*



FIGURE 6-44
Val d'Orcia cultural landscapes in Tuscany, Italy

de Estudos Avançados da Conservação Integrada), created by Silvio Mendes Zancheti at the Federal University of Pernambuco in Recife, Brazil and was developed by a small in-house team, including Jokilehto, Joseph King and Zancheti. It organized meetings of the core group in Rome, Canada and Brazil, leading to regional programme activities in Brazil (in agreement with CECI), the Baltic States (through the Academy of Cultural Heritage in



FIGURE 6-45
The World Heritage town of Olinda, Brazil

Lithuania) and South-East Asia. The most active of these was the Brazilian initiative, which developed into a strong programme activity addressing the entire Latin America, introducing innovative teaching tools such as Internet-based distance learning combined with a field project. One of the field projects was the preparation of a Management Plan for Olinda, a World Heritage City, considered the first in Latin American to have such a plan. In May 2003 the third International Seminar for Integrated Urban Conservation was organized jointly with CECI and the School of Architecture of the Federal University of Bahia, in Salvador de Bahia. The theme of the seminar was Conservation Management of Historic Cities, and it was attended by some 200 participants. The ITUC methodology was applied to a new programme on Living Heritage Sites Conservation in South-East Asia, launched in a joint meeting with SPAFA in Bangkok in late 2003 and further developed into a series of meetings and seminars in the Mekong River region (2004).

Technical services

On January 1 2001 the Director-General established a new Office of Communication and Information (OCI) at ICCROM. "The aim was to bring together a number of functions that had previously been separated, in the belief that they would be more effective if they were centralized and integrated. These functions include: promotion of ICCROM, fundraising, publications, and the acquisition and diffusion of information."³¹⁴

The Library continued to expand. From November 2003 to October 2005, it registered 4465 new publications, including books, journal issues, leaflets and reports, bringing the holdings to 76 552. The Library continued to assist daily users in its reading-room and to provide assistance to remote users through interlibrary loan, email references and document delivery. In 2005 the bibliographical and conference database stood at 90 400 entries, higher than the number of actual holdings due to multiple articles in many collective works and conference paper publications. ICCROM entered into an agreement with *AATA Online*, managed by the Getty Conservation Institute (GCI) in collaboration with IIC, to send to AATA abstracts of current conservation literature received by the Library, which increased the visibility of ICCROM's Library holdings.

The ICCROM Archive continued systematically to store inactive files of all ICCROM Departments and Activities, including current ICCROM Mission Reports. The newly-appointed Archivist re-arranged the archive, providing an improved description for inactive files of the Office of the Director-General



FIGURE 6-46
ICCROM Library with the Librarian, Paul Arenson (left)

quality. Stanley-Price not only based his policies on previous achievements; he also refined these, asking for the highest quality in project management and in administration. Indeed, while the previous period had already carried out a revision of ICCROM's administrative structure, this was still further refined by Nicholas Stanley-Price. An important part of this process was the re-introduction of training programmes held in ICCROM's premises, which had indeed become a perfect venue with its excellent library and the didactic laboratory. He strengthened ICCROM's research function, inviting research fellows and offering internships. He also gave much importance to excellence in publications, introducing for example the series of ICCROM Conservation Studies.

and using an archival database software designed by the ICA (International Council of Archives) that was compliant with ISAD(G) description standards. The Archive had already received the donation of the slide collection of Jukka Jokilehto, to which were added three further collections by retiring staff members (Herb Stovel, Alejandro Alva and Rodolfo Luján). The image collections are stored in climate-controlled conditions so as to reduce ageing processes and slides are gradually being scanned for digital archiving and partial access via the Internet.

In 2002 ICCROM established a Technical Assistance Service, with policies similar to those of the former Technical Assistance Programme (TAP) which had been discontinued in 1995. This Service was designed to provide, free-of-charge, conservation literature, ICCROM publications and photocopies, minor equipment and other supplies. The Service was available only to Member States of ICCROM. A new half-time post was created for administering this Service and for assistance with Library accessions. Response to requests followed the criteria set out in the *Policy and Procedures for the Technical Assistance Service* document, completed in early 2002.

Reflection on the period 2000-2005

The mandate of Nicholas Stanley-Price came after a long and hectic re-structuring process under his predecessor, which had left the staff rather exhausted. Stanley-Price was able to build on these foundations and review the strategic orientations in relation to the new demands and challenges. This period could be characterized as intellectual and perhaps low-profile, compared to the previous managerial period, but it was also a period that aimed at perfection and high

Working towards the future

International context

In 2005 the United Nations General Assembly adopted the resolution of the 2005 World Summit³¹⁵ that summarises some of the principal aims for implementing the UN Millennium Development Goals of 2000. The document paints a broad world canvas extending from development and respect of human rights to diffusing the culture of peace. It acknowledges the diversity of the world and recognizes that all cultures and civilizations contribute to the enrichment of humankind. We can see that UNESCO, ICCROM and other international heritage organizations also work in this same context. The World Heritage Convention has by now reached a certain maturity, and is recognized as a top international instrument in promoting awareness and safeguarding of heritage worldwide. The international network built around the Convention, including the Advisory Bodies ICCROM, ICOMOS and IUCN, have refined the regular monitoring and management of the cultural and natural heritage sites on the World Heritage List that had reached 890 by 2009. On 20 April 2006 the *Convention for the Safeguarding of Intangible Cultural Heritage* (2003) entered into force after thirty States had ratified it on or before 20 January 2006. This Convention complements the World Heritage Convention, and gives a concrete evidence of the extension and astounding diversification of the concept of heritage. In 2003 the

former Chairman of ICCROM's General Assembly, Abdelaziz Daoulati, questioned the relationship between the 1972 and 2003 Conventions, stating that "both types of heritage constitute an indivisible whole, tangible heritage being in fact the material expression of intangible heritage. Under these conditions, is it not more prudent and judicious to synergize both components of cultural heritage, unifying the methods and means used to conserve them, and hence manage to give an even more humanistic meaning to the universal, putting greater emphasis on the notion of cultural diversity."³¹⁶ When the 1972 Convention reaches its 40th anniversary in 2012, the emerging challenges will include the integration of the different disciplines and the establishment of a dialogue across professional and cultural boundaries. Indeed, living heritage and community-based operations have emerged as priorities, particularly in the management and sustainable development of cultural landscapes.

In 2008 the 15th Triennial Conference in New Delhi of ICOM-CC (the International Committee for Conservation of ICOM), focused on Diversity in Heritage Conservation: tradition, innovation and participation. In 2011 the 16th Triennial Conference in Lisbon is planned to discuss Cultural Heritage / Cultural Identity: the role of conservation. It is clear how far the themes have evolved from past decades when the main attention was on material preservation. The diversity of heritage is also reflected in

the thematic range of the international scientific committees of ICOMOS, which include shared built heritage, the heritage of the Pacific Islands, the 20th century heritage, fortifications and military heritage, underwater cultural heritage, historic towns and villages, cultural landscapes and cultural routes. The international charters adopted by the General Assembly of ICOMOS include the *Charter on Cultural Routes* and the *Charter on the Interpretation and Presentation of Cultural Heritage Sites*, both produced in 2008. In the first decade of the 21st century, risk preparedness and post-conflict recovery tend to remain constants which found their place also in ICCROM's Strategic Directions. The extension of the definition of the notion of heritage is reflected in the increasing concern for the context beyond the actual 'heritage site'. Indeed, the *Xi'an Declaration on the Conservation of the Setting of Heritage Structures, Sites and Areas* adopted by the ICOMOS General Assembly in 2005 and the *Vienna Memorandum*, resulting from an international conference in Vienna in 2005, both indicate the aim toward more comprehensive and more integrated planning and management of the built and natural environment. The Vienna Memorandum, in particular, has launched the notion of Historic Urban Landscape (HUL) which has since been recognized by UNESCO as a reference for a new international recommendation.

One of the key persons in the definition of modern conservation theory was certainly Cesare Brandi, a distinguished Italian art historian and critic and the founding Director of the *Istituto Centrale del Restauro* (from 2007 the *Istituto Superiore per la Conservazione ed il Restauro*). The centenary of his birth in 1906 coincided with the arrival of a new Director-General at ICCROM, and was accompanied by a series of events and conferences organized across the world to re-assess Brandi and his work. As part of the initiatives, the *Associazione Amici di Cesare Brandi* promoted the translation and publication of his key texts, in particular his *Theory of Restoration*, into the principal languages of the world, including Japanese, Chinese and Persian in addition to several European languages, such as Russian and Portuguese. The theory of Brandi was taken as a synthetic expression and basic reference for the development of conservation policies in the second half of the 20th century. It is obvious that the developments over the past fifty years have added many ingredients to international doctrine. This does not mean that what has been achieved by past generations would lose its meaning. On the contrary, it constitutes part of the modern conservation culture in today's world, an element to be observed in the processes of learning and cultural sustainable development of the many-faceted heritage of humankind.

The decade of the 2000s saw a global explosion in prices particularly in commodities and housing. In 2008, the prices rose so high as to cause serious economic damage; oil prices reached US \$147.30 a barrel in July 2008. With the increasingly free economy and housing bubble, some economists started predicting a possible recession, which came first in USA, followed by Japan and Europe. The recession caused a collapse of the housing market, banking systems, and automobile industry. Signs of recovery were seen in 2010, even though the Euro was still in serious difficulty due to high deficits in some EU member countries. The consequences of the recession were felt particularly in intergovernmental organizations, such as ICCROM, which had to take strong measures and revise the basis for its Programme and Budget.

Verification of strategies and programmes: the directorship of Mounir Bouchenaki

Dr. Mounir Bouchenaki was appointed Director-General of ICCROM in November 2005, taking up his post from 1 March 2006 after retirement from UNESCO. He was born in Algeria, and had a Ph.D. in archaeology and ancient history from the Arts Faculty of Aix-en-Provence (France). From 1975 to



FIGURE 7-1
CollAsia programme; traditional painting in Laos



FIGURE 7-2
Mounir Bouchenaki, Director-General of ICCROM
from 2006

1981 he served as Deputy Director, then Director of Fine Arts, Monuments and Sites at the Ministry of Information and Culture in Algiers. He joined the Division of Cultural Heritage of UNESCO in 1982 as a programme specialist, becoming Director of the Division in 1992. From February 1999, he served as acting Director of the World Heritage Centre, and was appointed Assistant Director-General for Culture on 1 November 2000. His publications have focused especially on archaeological research and protection of the cultural heritage. Bouchenaki had already a long collaboration with ICCROM in his positions at UNESCO, and even earlier, when he worked in Algeria responsible for archaeological heritage and rock art.

The Programme and Budget for 2006-07 that had been prepared by his predecessor, and approved by the General Assembly in November 2005, had a strong element of continuity in its main components. The Strategic Directions adopted by the General Assembly in 2001 had been reviewed and revised in the light of changing needs, and had taken account of the recommendations of ICCROM's statutory bodies, the formal evaluation reports, mission reports, publications, professional staff meetings, and contacts with the network of partner institutions. The introduction drew attention to the changes that were taking place in the world, observing that even if there had never been comparable attention to cultural heritage by Governments and the media (especially due to increasing visibility of the World Heritage), there tended to be "a trend in conservation towards declining public funding, de-centralization of responsibilities for culture, and outsourcing of

conservation work needs to be addressed."³¹⁷ Despite the high quality of individual work in the conservation field, there was a reduction in the employment of professionally qualified personnel, resulting in weakening of institutional memory and lack of proper monitoring of the state of conservation of heritage. Budgetary cuts had also affected publically financed conservation teaching programmes. At the same time, the opportunities for training in conservation in relatively expensive private programmes had increased. However, the demand for a chance to participate in an ICCROM course was higher than ever, on issues such as conservation of materials and documentation.

"As an IGO, ICCROM serves first and foremost its Member States. It therefore should support governmental institutions as a priority (as it does in its responses to official requests and in its proactive programmes). Even in those many states where conservation work tends to be contracted out, support is needed for professional state employees who can guarantee institutional memory and continuity, who can direct conservation projects, and who can ensure regular maintenance and monitoring of the cultural heritage. ICCROM's programme, in addressing the needs of Member States, must therefore continue to strike an appropriate balance in promoting technical and managerial skills. In recent years, the balance in its education work has shifted towards the latter, on the reasonable argument that the regular courses held at ICCROM in the 1970s to late 1990s had trained a core group of



FIGURE 7-3
ICCROM's celebration of 50 years of activity

technical professionals in Member States around the world. These in turn could be counted upon to raise standards of practice in their own countries, leaving ICCROM free to tackle new needs.”³¹⁸

The 2008-09 Biennium had a special resonance for ICCROM, as it marked the 50th anniversary of its creation in Rome thanks to the generous hospitality of the Italian Government. It organized a series of events including a special conference in Paestum (Italy). The Programme and Budget underwent some changes compared to the previous biennium. The previously relatively broad spectrum of Strategic Directions (SD) was revised, reflecting the emerging trends and focusing on four principal issues:

- SD1 Enhancing the capacity of national cultural heritage institutions in Member States to achieve their goals
- SD2 Encouraging risk preparedness, preventive conservation, and maintenance strategies in Member States
- SD3 Promoting integrated approaches to conservation of cultural heritage
- SD4 Increasing access to information about conservation, for professionals and wider audiences

It was recognized that, in the fifty years since ICCROM was established, the capacity of some Member States had improved to the extent that technical training was no longer a priority. As a result, the focus had shifted to meeting expanded needs that included management issues such as risk preparedness, to a vision of conservation rooted in community values, and to an enlarged definition of cultural heritage that included almost every facet of the human past. Nevertheless, the demand for technical training and cooperation was as high as ever. The biennial programme tried to strike a reasonable balance between the various, sometimes conflicting, demands. Regarding the budget, ICCROM was facing hard times. The budget had been prepared on the basis of the Long-term Financial Strategy that had recommended the use of Zero Real Growth (ZRG) figures that took into account inflation of around 5.2% for the biennium. But ICCROM was forced to make cuts in order to fit the Programme and Budget into a Zero Nominal Growth (ZNG) envelope, which did not allow for any inflation. As a result, in practice, the budget was reduced. Indeed, the *Approved Programme and Budget 2008-09 Biennium* states in this regard:³¹⁸

“ICCROM has received conflicting direction from Member States with respect to budget levels.

While the General Assembly in 2003 endorsed ICCROM’s long-term financial strategy which included a Zero Real Growth (ZRG) basis for establishing a budget, in 2005 several Member States, who are important contributors to ICCROM, made it clear that they wish to see a Zero Nominal Growth (ZNG) budget presented for the 2008-9 Biennium. At the previous Council meeting this strong message from delegates for a ZNG budget had been noted, and it was agreed that ICCROM should present a Programme and Budget based on ZNG at the next General Assembly. Therefore it was agreed that for the next Council meeting, ICCROM would prepare a draft Programme and Budget based on a Zero Nominal Growth approach.”

In September 2007, discussing the ICCROM Financial Report for 2006, the Council found reasons for concern in the presentation of the financial report due to a deficit caused by missing income, including arrears in contributions, slow recovery of administrative costs and committed payments that had not yet been received. The situation was aggravated by the restrictions caused by the Zero Nominal Growth budget. Even though the situation was likely to improve toward the end of the year, the organization’s regular budget would steadily erode until it could only cover personnel costs. In synthesis, while the ICCROM Regular Budget for 2006-07 had been based on an income of €7 794 000, this figure was €7 823 000 in the 2008-09 biennium. At the same time, inflation was ca 5.2% as before. For the 2010-11 Biennium, the proposed budget for the programme cost would remain even lower: €6 405 135, partly because some extra-budgetary programme activities would be transferred to regions, but also due to the ZNG policy. As a result of the ZNG policy alone, ICCROM would suffer a reduction of budget in real terms of approximately 8.6% over a period of four years (2008-2011). As a result, it became necessary to freeze a number of posts in personnel when these became vacant. For 2010-11 it was recommended to freeze one Professional post and two General Service posts.

Attempts were made with the Council to develop alternative scenarios to deal with this looming crisis.³²⁰ In 2008 a working group of the Council was appointed to discuss the issues related to Programme and Budget in a retreat session which took place in Vietri, near Salerno, southeast of Rome. As a result of the retreat sessions, the Council developed a new Strategic Directions document at its 75th Session in November 2008. Following the directions given by the Council, ICCROM Secretariat held a

one-day retreat session in January 2009 to discuss the document and ways to improve programme implementation related to training, partnerships, expert selection, staffing and secondment and fund raising. The outcome was again discussed at the 76th Session of Council, resulting in a draft for a new *Policy Document*, which still remained to be complemented in terms of planning, research, communication, information and advice and internal communication. The proposal was that the policies be subject to periodic review and verification.³²¹

It can be noted that article 1 of the ICCROM Statutes had originally described its functions as documentation, research, giving advice and training in the preservation and restoration of cultural property. Later, a fifth function was added concerning raising awareness of conservation and restoration of cultural property. These functions can be understood as ‘capacity-building’ in the sense of creating an enabling environment with appropriate policy and legal frameworks, institutional development, including community participation, human resources development and strengthening of managerial systems. Capacity-building is a long-term and continuing process with the participation of all stakeholders, public and private.⁸ In the case of ICCROM, the five statutory functions all contribute to capacity-building in Member States. ICCROM’s policies and

programmes have always given the highest visibility to training, considering that it can be a strong leverage in Member States. In the original version of the Statutes, training function was defined: “Assist in training research workers and technicians and in raising the standard of restoration work.” The 1997 version of the Statutes define it as to: “promote, develop and provide training relating to the conservation and restoration of cultural property and raise the standards and practice of conservation and restoration work.” Even though, in the strict sense, ‘training’ can be taken to mean the action of teaching a person or a group of people particular skills or know-how, in ICCROM’s activities, training can also be associated with other functions, such as technical and advisory missions.

The purpose of the 2009 Draft Policy was to contribute to reviewing and updating the draft *Training Policy* approved in 1997. The new draft recognizes that training “now often referred to as ‘capacity building’, is one of the core mandates of ICCROM and the area of activity for which it is best known. Training, however, is not an end in itself. It is a tool that can serve as a means of improving the knowledge, skills, and understanding of various factors involved in the conservation process. ICCROM training should serve as a catalyst for participants and resource persons to become more active members of the international conservation community.”³²³ The Draft Policy states that the development of an ICCROM activity should be based on an assessment process, including the identification and formalization of partnerships. In principle, ICCROM training activities should reflect the priorities and strategic directions of the organization. It is necessary to verify that the impact of the training is significant or that it brings ‘added value’ to the conservation field. Emphasis is given to building networks, responding to identified needs. The audiences should be interdisciplinary and, finally, ICCROM training activities should “incorporate new knowledge and skills, and illustrate the diversity of approaches and of methodologies found around the world.” (*ibid*). The training policy is accompanied by the other policies, which can be seen as complementary.

On the occasion of the 50th anniversary of ICCROM, Mounir Bouchenaki noted that one of the principal strategies for the future should be related to partnerships. “Reinforcing partnerships at various levels of intervention is crucial for the development of concerted approaches, particularly in the area of the conservation/restoration of cultural heritage training, which covers an increasingly large and complex field. It is, in fact, by way of a systematic analysis of new data provided by the many institutions in



FIGURE 7-4
Joseph King (ICCROM; right) at a Periodic Reporting meeting for Sub-Saharan Africa, Tanzania, 2010



FIGURE 7-5
Posters produced by the Media Save Art programme, 1990s

charge of the conservation and restoration of cultural heritage, used in the widest sense of the meaning, that ICCROM can continue to give meaning to partnership actions, starting with Italy where there are such outstanding institutions as the ICR (*Istituto Centrale per il Restauro*) in Rome, the *Opificio delle Pietre Dure* in Florence, and the 'Venaria' in Turin, already fully engaged in development cooperation with ICCROM"³²⁴

Indeed, partnerships have become one of the characteristic features of ICCROM's programmes, particularly since the 1990s, when increasing attention was placed on regionalization of activities. On the other hand, partners have been present even in Rome-based activities. ICCROM had already signed agreements with Italian universities, which were close to its offices and therefore readily available, as well as with the British School in Rome, the Getty Conservation Institute in Los Angeles, and the *Istituto Italo-Latino-Americano*, in Rome, involving contacts with numerous ambassadors from Latin America and the Caribbean. From 2006 to 2010 Bouchenaki signed more than twenty Memoranda of Understanding (MoU). In addition to Italian institutions, MoUs were signed with WHITRAP in China (The World Heritage Institute of Training and Research for Asia and the Pacific Region), the Netherlands Institute for Conservation and the Canadian Conservation Institute. ICCROM signed agreements with Bahrain, aiming at the creation of a UNESCO Category II Centre³²⁵ to be based there and with the Emirate of Sharjah (UAE) in order to extend the ATHAR Programme to all Arab countries. It has also used the experience of UNESCO to involve ICCROM's retired Senior Staff through the system of the "One Euro Contract" to help in creating partnerships. This allows ICCROM to benefit from the expertise of important resource experts.

One of the results of these efforts has been an increased number of Member States adhering to ICCROM. While the Member States were 115 in 2006, their number increased to 130 during 2009-2011, including Iraq who paid its arrears. ICCROM's programmes have always aimed at being international and interdisciplinary, involving a large number of protagonists in the implementation of its Statutory aim to "contribute to the worldwide conservation and restoration of cultural property by initiating, developing, promoting and facilitating conditions for such conservation and restoration." However, the broadening of the scope of its programme and the ever-increasing number of initiatives and collaboration across the world have made it even more so.

Programme development

From its foundation the programme of ICCROM was generally structured in relation to its statutory functions, identifying documentation, training, research, and technical cooperation and missions. From the late 1980s and 1990s, with the establishment of PREMA and GAIA, the programme was gradually based on programmes that included a variety of



FIGURE 7-6
 ICCROM signing a memorandum of understanding (MOU) with the Italian Force of Carabinieri for safeguarding cultural heritage

The new programmes included: Archives and Library Collections and Conservation of the Built Heritage. A similar structure was maintained in the 2008-09 Biennium, with the addition of a Latin American Programme (LATAM).

In the 2010-11 Biennium, as a result of the revision of the strategies and the verification of resources, the structure of the programme was reorganized, grouping the activities under three principal headings: Training; Research; and Communication, Information and Advice. In this way, the programme structure was made more clear. At the same time, it came closer to ICCROM's initial programme structures, even though the individual items obviously had gone through a major development over the years.

1. Training

1.1 International Training

1.1.1 Collections Programme

1.1.2 Conservation of the Built Heritage

1.1.3 Priority Training Activities at

ICCROM, based on Regular Budget

1.1.4 Scholarships

activities. In the 2006-07 Biennium, the programme consisted of: ICCROM Forum, Preventive Conservation, Sharing Conservation, ATHAR Programme (2004-2014), CollAsia 2003-2010, and AFRICA 2009, as well as Technical Services, which were a continuation of previously established programmes.



Figure 7-7
 Training programme on reducing risks in collections, Beijing, China, 2009



FIGURE 7-8
Course on conservation of
Japanese Paper, Tokyo, 2009

FIGURE 7-9
Course on conservation of
Japanese Paper, Tokyo, 2009



- 1.2 Regional Training
 - 1.2.1 CollAsia 2010
 - 1.2.2 AFRICA 2009
 - 1.2.3 ATHAR: Conservation of Cultural Heritage in the Arab Region
 - 1.2.4 LATAM
- 2. Research
 - 2.1 ICCROM Forum
 - 2.2 ICCROM Fellowships and Internships
 - 2.3 Research and Development
 - 2.4 Applied Research at ICCROM
- 3. Communication, Information And Advice
 - 3.1 ICCROM Library (Database replacement, training seminars)
 - 3.2 ICCROM Archives (Records Management System)

- 3.3 ICCROM Website
- 3.4 Publications and Databases
- 3.5 Technical Assistance Service
- 3.6 World Heritage Advisory Services
- 3.7 Advice to International and Regional Conservation Networks and Institutions

In defining the Collections Programme, the 2010-11 Programme document indicates that Collections can mean many things. They are more the sum of their parts; they have different origins and different frameworks; they move around the world; they provide identity and mediate dialogue; they communicate through their custodians and users. Collections face many challenges, such as having inequitable access to the means of conservation, ending the western dominance of conservation, engaging the community, the need for a risk management approach, extending the traditional boundaries of collections, and establishing a balance between the movable and immovable heritage. In 2010-11, ICCROM's response has been oriented to a) risk management and preventive conservation; b) sharing conservation decisions and addressing divides in conservation; c) conservation of sounds and image collections, heritage at high risk. The new activity introduced in the Collections Programme was SOIMA: Conservation of Sound and Image Collections. The training programmes were based on the ICCROM know-how acquired over the years but applied to a new field. Audiovisual records are an integral part of our contemporary life and culture. Yet these materials are at risk due to deterioration, technological obsolescence or damage from natural and other disasters. Many heritage institutions have



FIGURE 7-10
SOIMA Programme on conservation of audiovisual records, Brazil, 2007

little or no experience in caring for them. In 2007 the first SOIMA international course was organized in Rio de Janeiro, Brazil, followed by a course in New Zealand.

The Conservation of the Built Heritage Programme offered a new beginning for the traditional ARC Programme. It brought together under a single coherent strategy a number of components that had so far been formally separated, even though co-ordinated in-house. The expanding definition of the built heritage, along with the stronger involvement of the many stakeholders with an interest in the heritage, have provided specific challenges for ICCROM as it tries to meet its mandate of promoting the conservation of all types of cultural heritage, both movable and immovable. The general objective of the Programme for Conservation of the Built Heritage is to increase the capacity of professionals to develop and apply integrated approaches to the practice of conservation of the built heritage. The strategy was built around core activities, including an international course in-house at ICCROM (CBH), and thematic programmes on specific topics. These included the Conservation of Wood (Norway, Japan), Conservation of Stone (Venice), Conservation of Earthen Architecture, Modern Architecture (MARC in Finland), Decorated Surfaces, Living Heritage Sites (a follow-up to ITUC), Archaeological Site Management, and Architectural Records, Inventories, and Information Systems for Conservation (ARIS). The International Core Course on Conservation of the Built Heritage (CBH) was intended as the flagship

course of the programme. Its course programme was based on the outcome of an international expert meeting and it was organized for the first time in 2006, planned to be repeated every two years.

Regarding the Regional Training Programmes, the 10-year AFRICA 2009 Programme came to a conclusion in 2009 as an ICCROM-based programme and was transferred to the region. CollAsia 2010 was launched in 2003 by agreement between ICCROM and SEAMEO-SPAFA. This programme was a concrete response to the severe shortage of training and networking opportunities for professionals working with movable heritage in South-East Asia. It included international training courses as well as field projects. This programme concluded with the final phase in 2010-11 with programme objectives of a three-week international training course and a four-week field project in 2010, and a seminar for Leaders in Conservation Education in 2011. The CollAsia 2010 website also provides resources based on the materials developed or used in the various courses and seminars.

ATHAR (2004-2014) developed as a long-term programme with a focus on cultural heritage in the Arab region. The ATHAR Programme follows the earlier initiatives in North Africa and the Middle East, and developed as the result of a situation analysis and needs assessment conducted during 2003, and from an orientation meeting held in Damascus in May 2004 with local partners in the region. The programme comprises a great diversity of initiatives, including the conservation management of archaeological sites, and conservation of mosaics, as well as sensitization of young people to conservation of cultural heritage. It has received funding from the Italian government and



FIGURE 7-11
Conservation of Built Heritage course in Rome (CBH09), 2009



FIGURE 7-12
CollAsia programme, course on the conservation of underwater archaeological collections, 2009

from Arab States, especially the Emirate of Sharjah (UAE). From 2005 to 2009 the ATHAR Programme organized several courses and workshops in Sharjah (United Arab Emirates), Jerusalem, Amman (Jordan), Istanbul, Umm Qais (Jordan) and Bosra (Syria), Tripoli and Byblos (Lebanon), Bosra and Damascus (Syria), as well as in Tunis (Tunisia). The programme included the publication in Arabic of the *ICCROM Newsletter* (from number 35), an Arabic-English Glossary, the *Management Guidelines* by Feilden and Jokilehto, *Risk Preparedness* by Stovel, and a practical manual for introducing young people to heritage management. In October 2010, at the Conference of the Ministers of Culture in the Arab States, held by ALECSO in Doha, Qatar, the Council of Ministers decided to “call on the

Arab States to offer their financial and moral support to the ATHAR Programme to ensure its continuity in the implementation of its objectives and capacity building projects in the field of conservation and management of cultural heritage, serving all the Arab States, in collaboration with ALECSO.”³²⁶

The LATAM Programme was launched in 2008 and proposed to last until 2019, as a result of the aim by ICCROM’s Council members to strengthen the capacities of conservation professionals in Latin America and the Caribbean, improve communication and exchange in the region, and increase awareness on the need to protect its valuable heritage. Latin America and the Caribbean have a wealth of cultural expressions that span thousands of years, forming a major resource for social cohesion and development in the region but requiring sustainable use and conservation. The second half of the 20th century has witnessed unprecedented development in conservation initiatives. The impact of this development has however been hindered by the uneven distribution across the region. The programme was designed to have a thematic structure to ensure smooth operation, and its aim has been: to create effective and sustainable regional approaches and dialogue to integrate and harmonize efforts and improve the conservation of cultural heritage. In 2010-11, it includes the establishment of a working group on conservation training and education in order to update information of the region, develop mechanisms for sharing resources, and design regular courses in Spanish.



FIGURE 7-13
ATHAR programme: a traditional building in Sharjah (UAE), used for field exercise in 2008



FIGURE 7-14
ATHAR programme: training in the conservation of mural paintings in Lebanon, 2008



FIGURE 7-15
LATAM Programme: course participants on site visit

Illicit traffic, identification of economic indicators, risk management, and communication were other issues.

In terms of Research, ICCROM's aim was to stimulate research and disseminate the result by building partnerships to access new knowledge. The results were also incorporated in its training programmes and used as a resource for technical cooperation in missions, advice and projects among Member States. The theme of the ICCROM Forum, forming a platform for scientists and conservation professionals, was selected to be Cultural Heritage and Science in Conservation. The Research Programme covers the ICCROM Interns and Fellowship Programme with the aim of adopting a systematic approach to handling requests, while offering opportunities to senior professionals to carry out their own conservation-related research. It also works on development of programme activities related to Collections and Sites, the monitoring and evaluation of CollAsia in its transition period, and the evaluation and development of the Living Heritage Sites Programme in partnership with SEAMEO-SPAFA. Finally the 2010-11 Programme notes that the ICCROM Laboratory is an appropriate setting to undertake small, focused conservation research projects aimed at improving current conservation and restoration practice in different parts of the world. It is also an important tool for providing didactic support of a scientific nature for courses at ICCROM. The proposal has been launched to integrate the ICCROM Laboratory into a scientific research network and collaboration with partner institutions.

Regarding the programme item on Communication, Information and Advice, the challenge for ICCROM is to stay abreast of technical information while finding new and better ways of organizing and bringing that information to all who need it in all areas of the globe. As a result, in the 2010-11 Biennium, ICCROM has planned to replace the Library database, which dates from the 1970s, with a new system that would provide improved functionality. The objective is to arrive at a dynamic Open Source solution, which would be easier to maintain and would respect bibliographical standards. For the ICCROM Archives, which had already been organized and partly digitized, the purpose is to create a Records Management System, facilitating the organization, retrieval, disposal, access and



FIGURE 7-16
ICCROM Fellowship programme, 2010: a) Nalini Thakur, India, b) Ziva Domingos, Angola



FIGURE 7-17
The new premises to which ICCROM is expected to transfer

preservation of active and semi-active records, both on paper and in electronic form. The ICCROM Website, which was first launched in 1997, provides accurate and sound information in the field of conservation. The 2005 implementation of a Google search engine, and the updating of the Library catalogue are planned in the 2010-11 Biennium to be followed by implementation of 2nd generation web functionalities, allowing interactive features permitting a more targeted response to individual needs.³²⁷

Finally, with the completion of the first fifty years of the organization, there is the prospect of ICCROM moving into new premises, its third location following the initial premises in via Cavour and its present headquarters in the San Michele complex. The proposed new premises, after discussion with the Italian authorities, lie close to San Michele in the ancient monastic complex of San Francesco a Ripa. ICCROM's offices would be located in the south-eastern section of this large complex, in the Piazza di Porta Portese. Archaeological investigation and restoration are now under way and the transfer of the offices is expected to begin in 2012.

A word to conclude

The first fifty years of ICCROM have seen a continuous development and evolution. Comparing the different chapters in this history, it is possible to see how each Director has been able to inspire and guide his staff for in this construction, as already referred to by Mounir Bouchenaki in his Foreword.

The first Director, Harold Plenderleith, started practically from a *tabula rasa*, but he founded the organization on his solid scientific experience acquired at the British Museum and as an international conservation specialist, and on collaboration with recognized institutions working in conservation science, many of whose leaders were invited to become members of ICCROM's Council. The initiative of UNESCO to establish the Rome Centre certainly responded to urgent needs, but it was also the merit of Plenderleith to be able to tailor the response always striving for the highest standards. This drive has remained in the DNA of ICCROM and it continues to inspire the organization and its personnel.

The second Director, Paul Philippot, was the person to give a solid philosophical framework to ICCROM, based on close contact with Italian culture and particularly with Cesare Brandi, the founding Director of the *Istituto Centrale del Restauro*, and its chief conservators, Laura and Paolo Mora. But it was also based on communication with thinkers elsewhere in the world such as Johannes Taubert, specialist in polychrome sculpture and Director of the Bavarian restoration atelier, and experts associated with ICOM, IIC, ICOMOS and other organizations. It was under Philippot's direction that ICCROM's classic international training programmes were developed. These became a unique 'Grand Tour in the Conservation World', as Franz Neuwirth noted, contributing to the growth of a methodology in conservation training which took into account the cultural cross-fertilization that was possible at ICCROM. It is this methodological approach that formed the framework for an ICCROM culture and ICCROM language, which have since been diffused throughout the world.

The third Director, Bernard Feilden, consolidated ICCROM's foundations, giving it its current name and making it visible alongside UNESCO, ICOM, ICOMOS and IUCN. He developed ICCROM's management structure by giving its staff social security, health insurance and a career structure. In professional terms Bernard Feilden insisted on the interdisciplinary character of conservation work and the need for good communication. He had close collaboration with ICOMOS and drafted, for example, the *ICOMOS Training Guidelines* (1993) in which he stressed: "Conservation is a cultural, artistic, technical and craft activity based on humanistic and scientific studies and systematic research. Conservation must respect the cultural context." His slogan was: regular inspections and maintenance, please!

What ICCROM has become today is founded on the contribution of the first three directors who were able to bring together the scientific, philosophical and practical aspects of modern conservation. It is on these foundations that the successive Directors, Cevat Erder and Andrzej Tomaszewski, and Directors-General Marc Laenen, Nicholas Stanley-Price and Mounir Bouchenaki have continued to build and develop this, by now, truly world-wide organization with programme activities covering the different continents. This has not been a task without challenges and difficulties. Many of the problems faced by ICCROM along the way certainly are felt worldwide, related to communication and transferring the message, and resulting from the increasing globalization process in the world. It is, however,

in this context that safeguarding of the cultural heritage becomes a fundamental responsibility of society. Indeed, conservation of cultural heritage can be seen as a counterpoint to globalization, offering the potential for the society to regenerate genuine values as a vital reference in a society, counteracting the risk of nihilism, or *Conserving the Authentic*, as Nicholas Stanley-Price titled volume number 10 in the *ICCROM Conservation Studies* series.

One of the key issues in Mounir Bouchenaki's strategy for ICCROM's future has been the emphasis given to the need for strong partnerships and teamwork. Such teamwork has to be built up on a solid inheritance of conservation philosophy, science and practice, the basis for the development of training tools and methods. Paul Philippot has often said that the conservation of our heritage is fundamentally a cultural problem. In synthesis, the message of ICCROM undoubtedly lies in the cultural approach to conservation. This involves a wise use of the methodologies that have been developed over its first fifty years. The aim has been to help to educate and train key persons, who in turn will pass on the message in their homeland and in their working context, i.e. 'to get the ball rolling'. Training and education are a continuous process, indeed a fundamental part of capacity-building in each country. This cannot be taken as having been achieved. There are new generations who need new incentives and guidance, and there are new challenges to be met. The role of ICCROM's international programmes has been, and will remain in the future, that of providing a full immersion in the culture of heritage conservation.

Notes

ACKNOWLEDGEMENTS

- ¹ The interviews undertaken by J. Jokilehto included those with: Antonio Almagro Gorbea (April 2005); Licia Vlad Borrelli (2006); Phoebe Dent-Weil (May 2005); Sir Bernard Feilden (August 2003); Manfred Koller (November 2001); Derek Linstrum (August 2003); Franz Neuwirth (November 2001); Paul Philippot (October 2001); Anne Raidl (November 2001); Laura Sbordoni-Mora (June 2003); Stephan Tschudi-Madsen (September 2001); Gertrude Tripp (November 2001); Marie-Christine Uginet (June 2002).

CHAPTER 1

- ² ICCROM Statutes, article 1, as revised and approved by the XXV session of the General Assembly on 9 November 2007
- ³ AG 1/3, p. 4 (AG or GA stands for documents presented to the General Assembly of the Centre/ICCROM): 'Conforming with Article 15 of the Statutes, which stipulates that these Statutes shall come into force only after 5 countries have agreed to support the Centre, the Centre came officially into existence on May 1958 after the entry of the fifth Country, Poland; it became actually operative on March 1st, 1959, with a still very limited personnel (Director, Assistant-Director, Executive Secretary, one Short-hand typist and an Usher).'
- ⁴ Vattel admitted the problem of pillage during war, but claimed that even the Law of Nature would condemn useless destruction. Therefore, whatever reason there may be for ravaging a country: 'on doit épargner les édifices qui font honneur à l'humanité, et qui ne contribuent point à rendre l'Ennemi plus puissant, les Temples, les Tombeaux, les Bâtiments publics, tous les Ouvrages respectables par leur beauté. Que gagne-t-on à les détruire? C'est se déclarer l'ennemi du Genre-humain, que de le priver de gaieté de Cœur, de ces Monuments des Arts, de ces Modèles du Goût' (§ 168). Quoted from a reprint by the Carnegie Institution of Washington, Washington, 1916: <http://www.worldcat.org/wcpa/top3mset/683598> (accessed 24 March 2011)
- ⁵ See e.g. Isaiah Berlin, *Vico and Herder*, The Hogarth Press, London, 1976
- ⁶ See, e.g., J. Jokilehto, *A History of Architectural Conservation*, Butterworth-Heinemann, 1999 (pp. 69ff)
- ⁷ A.C. Quatremère de Quincy, *Lettres au Général Miranda ...*, Fayard, 1989
- ⁸ See J. Jokilehto, 'Il quadro internazionale: Asia, Australia, Medio Oriente, Paesi Arabi e Africa Subsahariana', pp. 147-210, in: G. Carbonara (ed.), *Restauro Architettonico, Primo Aggiornamento: Grandi temi di restauro*, UTET, Scienze Tecniche, Milano, 2007
- ⁹ UNOG Library (Registry, Records and Archives): <http://biblio-archiv.unog.ch/Detail.aspx?ID=408> (accessed 24 March 2011)
- ¹⁰ There are several publications on the history of UNESCO, e.g. M. Conil Lacoste, *The Story of a Grand Design*; UNESCO 1946-1993, UNESCO Publishing, Paris, 1994
- ¹¹ *Les Monuments d'Art et d'Histoire*, International Museums Office, Paris, 1933, 448ff
- ¹² See, e.g. J. Jokilehto, *A History of Architectural Conservation*, Butterworth-Heinemann, 1999, pp. 213ff
- ¹³ 'Norme per il restauro dei monumenti', written by Gustavo Giovannoni and published in *Bollettino d'Arte*, Ministero della Educazione Nazionale, January 1932
- ¹⁴ Le Corbusier, *La Chartre d'Athènes, suivi de Entretien avec des étudiants des écoles d'Architecture*, Éditions de Minuit, Paris, 1957
- ¹⁵ Julian Huxley, *UNESCO, Its Purpose and Its Philosophy*, Preparatory Commission of UNESCO, London, 1946, (quoted from p. 26)
- ¹⁶ UNESCO, *Conventions and Recommendations of UNESCO concerning the Protection of the Cultural Heritage*, UNESCO, Paris, 1985; the documents are available on the Internet: www.unesco.org/new/en/unesco/
- ¹⁷ Brooks, Hero Boothroyd, 'A Short History of IIC, Foundation and Development', International Institute for Conservation (IIC), London, UK, in: *Studies in conservation*, Supplement, 2000, pp. 1-62.
- ¹⁸ <http://www.iiconservation.org/about/history.php> (accessed 24 March 2011)
- ¹⁹ Anon., 'The International Institute for the Conservation of Historic and Artistic Works', in: *International journal of museum management and curatorship*, Vol. 1, N. 2, 1982
- ²⁰ ICOM statutes, Article 2, 1977 version
- ²¹ *Records of the General Conference of UNESCO*, third session, Beirut 1948, vol. II Resolutions, Paris 1949, resolution 6.42: "The Director-General is instructed: to consider during 1949, in cooperation with the International Council of Museums, the desirability of setting up, under UNESCO's auspices, an International Committee of Experts to co-operate with the States concerned in the preservation of monuments and sites of historical value."
- ²² International Meeting of Experts, 1949: Chairman: Paulo de Berredo Carneiro (Brazil), Vice Chair: Stanislaw Lorentz (Poland), rapporteur: M. Ronald F. Lee (USA), Members: N.P. Chakravarti (India), The Emir Maurice Chéhab (Lebanon), Sigurd Erixon (Sweden), E. Foundoukidis (Former Secretary General IMO), Hiong King Lai (China), Pierre Lacau (France), E.A.M. van Nispen tot Sevenaer (NL), B.H. St. J. O'Neil (UK), George Henri Rivière (Ass. DG, ICOM), Georges Scelle (France), Louis E. Valcarcel (Peru), Jean Verrier (France). Observers: Berlia (France), E. Haimisch (Austria), E.P. Humphrey (USA), Heloisa Alberto Torres (Brazil). UNESCO Secretariat: Jaime Torres Bodet (DG), Jean Thomas (ADG), J.K. van der Haagen (Head, Museums and Historic Monuments Division), Roberto Pane (Expert Consultant), Bosch-Gimpera (Head, Philosophy and Humanistic Studies Division), Kenneth B. Disher (Museums and Historical Monuments Division) (*Museum*, vol. III/no. 1, 1950, p. 90/92)
- ²³ Message from J. Torres-Baudet, Director-General of UNESCO, *Museum*, vol. III, no. 1, 1950; pp. 5-7, quoted on p. 6
- ²⁴ R. Pane, 'Some considerations on the meeting of experts', *Museum*, vol. III, no. 1, 1950, pp. 8-89, in French and English; citation on p. 76
- ²⁵ R.F. Lee, 'Report on the findings of the meeting of experts', *Museum*, vol. I, no. 1, 1950, pp. 90-94 (in French and English)
- ²⁶ *UNESCO General Conference, 5C/PRG/6, 1950*: "These experts, fourteen in number, will represent the various branches and techniques of the preservation, protection and restoration of historic monuments and sites and archaeological excavations. In the selection of these experts, account will be taken of geographical representation, with due regard to the monuments and sites located in the various countries, the progress made by these countries in this domain, and their requirements. The term of office of the members of

this Committee should be such as to permit experts from other countries to serve on the Committee in their turn. The Committee will meet once a year, but a small Executive Committee may be convened, in case of need, in the intervals between plenary meetings.”

- ²⁷ The Fifth Session of the General Conference, 1950, Resolution 4.41

CHAPTER 2

- ²⁸ UNESCO General Conference, second session in Mexico, 1947

²⁹ See the address given by Walter H.C. Laves, Deputy Director-General of UNESCO, to the United States National Commission of UNESCO, Chicago, 13 Sept. 1947 (UNESCO, Misc./123, Paris, 11 Sept. 1947)

³⁰ The UNESCO Participation Programme provides direct assistance to initiatives undertaken by Member States in the Organization’s fields of competence, in line with the priorities that they themselves determine. Assistance under the Participation Programme is provided to Member States or Associate Member States upon requests submitted in principle through National Commissions (requests from individuals cannot be entertained). International NGOs may also benefit from assistance under the Participation Programme. Among other things, assistance under the Participation Programme may comprise the provision of fellowships and study grants. (http://portal.unesco.org/en/ev.php-URL_ID=14039&URL_DO=DO_TOPIC&URL_SECTION=201.html - accessed 13 March 2011)

³¹ *Congrès international des architectes et techniciens des monuments historiques*, Paris 6-11 mai 1957, Éditions Vincent, Paris, 1960

³² Étude générale présentée par M. Jean Merlet, *Congrès International des Architectes et Techniciens des Monuments historiques*, Paris, 1957, pp. 106-110

³³ “Vœu présenté au nom de l’U.N.E.S.C.O.: Vous avez entendu que dans divers vœux qui ont été approuvés, il a été question de la création du Centre international d’Études pour la conservation et la restauration des biens culturels. Is serait sans doute bon que pour faciliter les premières opérations de ce Centre international dont la création a été décidée très récemment, notre Congrès émette un vœu qui pourrait avoir la forme suivante : ‘Le Congrès international des Architectes et Techniciens des Monuments historiques de mai 1957 émet le vœu que tous les Etats membres de l’U.N.E.S.C.O. adhèrent au Centre international d’Études pour la conservation et la restauration des biens culturels, dont la création, à Rome, a été décidée par la Conférence générale de l’U.N.E.S.C.O. lors sa 9e session.’ ” (*Congrès international*, 1957, op.cit., p. 39)

³⁴ Piero Gazzola (1908-1979) was an internationally recognized expert who, apart from working for UNESCO and being the founding president of ICOMOS, also gave fundamental support to the development of ICCROM in its first decades. See *Piero Gazzola. Una strategia per i beni architettonici nel secondo Novecento* (Alba Di Lieto and Michela Morgante, eds.), Comune di Verona, Verona, 2010

³⁵ UNESCO, 5C/PRG/6: pp. 7-8

³⁶ UNESCO, 5C/PRG/6: p. 8

³⁷ UNESCO, 5C/PRG/6: p. 8

³⁸ UNESCO General Conference, Fifth Session, Florence 1950, Resolutions, Paris, 1950, Programme 2D: p.27f

³⁹ UNESCO General Conference, Fifth Session, Florence 1950, Resolutions, Paris, 1950, p. 44

⁴⁰ UNESCO, 7C/PRG/6, Paris, 22 August 1952

⁴¹ UNESCO, 7C/PRG/6, page 2

⁴² H. Daifuku, ‘The Rome Centre – ten years after’, in: *The First Decade, 1959-1969*, International Centre for the Study of the Preservation and Restoration of Cultural Property, Rome, 1969

⁴³ Report dated 19 January 1955, Annex I, UNESCO 41 EX/11

⁴⁴ Meeting in December 1954: Chair: Georges Salles, President of ICOM, Emir Maurice Chéhab, Curator-General of National Antiquities of Lebanon, member of ACM, Sir Philip Henty, Director of National Gallery, London; G.H. Rivière, Curator of *Musée des arts et traditions populaires*, Paris, Director of ICOM, member of ACM; A. van Schendel, Director of Dept. Paintings, Rijksmuseum; Jean Verrier, Insp.Gen. of Historic Monuments, France, Secr. Gen. ACM; C. Wolters, Head of Laboratory of Bavarian State Collection of Paintings, Munich. Observers: W. Garcin, Bureau of Legal Affairs; P. Gazzola, UNESCO Division of Museums and Monuments; J.K. van der Haagen, Chief of UNESCO Division of Museums and Monuments (member of ACM); M. F. le Lionnais, UNESCO Department of Natural Sciences

⁴⁵ UNESCO 42 EX/19, Annex I

⁴⁶ Documents 41 EX/II and 42 EX/19

⁴⁷ UNESCO, *Records of the General Conference, Ninth Session, New Delhi 1956, Resolutions*, UNESCO, Paris, 1957, Resolution: 4.53, pp. 24-25

⁴⁸ Georges-Henri Rivière (1897–1985) was a French museologist and innovator of modern French ethnographic museology practices.

⁴⁹ The Provisional Council met five times: CP/1: 16-18 December 1958; CP/2: 16-18 April 1959; CP/3: 28 June 1959; CP/4: 8-10 December 1959; CP/5: 5-7 May 1960. All meetings took place in Rome except that of 28 June 1959 in Copenhagen.

⁵⁰ Plenderleith, H.J., *The Conservation of Antiquities and Works of Art*, Oxford University Press, London, 1956 (second edition in 1971)

⁵¹ Interview of Philippot, 4-5 October 2001

⁵² For Philippot’s dissertation on Brandi, see Maria Catalano, “Paul Philippot incontra il pensiero di Brandi”, in: Cesare Brandi, *Teoria ed esperienza dell’arte*, Milano 2001. It is due to be published by ISCR in Rome.

⁵³ ICCROM’s Archive, ODG 127 Correspondence ‘Plenderleith to Gysin’ (1959-65)

⁵⁴ Gysin to Veronese, 17.04.1960. Correspondence in ICCROM’s Archives

⁵⁵ *Law 723/1 June 1960, Articolo 1*: Il Presidente della Repubblica è autorizzato: ad aderire allo Statuto del Centro internazionale di studi per la conservazione ed il restauro dei beni culturali, adottato a New Delhi, il 5 dicembre 1956, dalla Conferenza generale dell’Organizzazione delle Nazioni Unite per l’educazione, la scienza e la cultura, nella sua IX Sessione; a ratificare l’Accordo tra l’Italia e l’Organizzazione delle Nazioni Unite per l’educazione, la scienza e la cultura per disciplinare l’istituzione e lo statuto giuridico del “Centro internazionale di studi per la conservazione ed il restauro dei beni culturali” sul territorio italiano, concluso a Parigi il 27 aprile 1957.

⁵⁶ Gysin, F. ‘International Centre for the Study of the Preservation and Restoration of Cultural Property, Rome, Centre international d’études pour la conservation et la restauration des biens culturels’, *Museum* XII, 1, 1959, p. 64

⁵⁷ *Museum News* vol. 38, n.2, Oct 1959, pp 26-28

⁵⁸ Interview, 4-5 October 2001

⁵⁹ Interview, 4-5 October 2001

⁶⁰ GA1-3, 1960, p. 4

⁶¹ Philippot, Paul, 'Réflexions sur le problème de la formation des restaurateurs de peintures et de sculptures', *IIC Studies in conservation*, vol. 5, n. 2, 1960, pp 61-70

⁶² GA1-3, 1960

⁶³ GA1-3, 1960, p. 16

CHAPTER 3

⁶⁴ Correspondence in ICCROM Archives, Angle to Gazzola 12/01/61: "Questo è d'altronde il problema fondamentale della nostra cultura, da noi inesorabilmente insidiata e assediata dalla civiltà industriale, altrove nei paesi "sotto sviluppo" comincia ad esserlo. Occorre quindi che il Centro sia pronto a studiare codesti problemi di sua iniziativa e a rispondere alle richieste che gli vengono avanzate sia dai visitatori che da i Governi. Dobbiamo quindi integrare la nostra documentazione, ..."

⁶⁵ C. Brandi, *Teoria del restauro*, Roma, 1963,

⁶⁶ Baron Raymond Lemaire (1921-1997), art historian and archaeologist, was an international expert working for UNESCO, and well known for his restoration of the Grand Béguinage in Louvain (Belgium). In the 1970s, he was councillor to the city of Bruges, where he established a training centre modelled on ICCROM. This moved later to Louvain where it was named the Raymond Lemaire International Centre for Conservation.

⁶⁷ Austria, Dominican Republic, Spain, Morocco, Poland, Israel, Lebanon, Jordan, Ceylon, Ghana, Switzerland, Netherlands, Yugoslavia, Belgium, Libyan Arab Jamahiriya, United Arab Republic, Syrian Arab Republic, Bulgaria, Romania, Italy and Sudan (10.11.1960). For dates of adhesion, see Appendix 1.

⁶⁸ Correspondence in ICCROM's Archives: Plenderleith to Gazzola, 11/05/64

⁶⁹ Correspondence in ICCROM's Archives: Gazzola to Plenderleith, 18/05/64

⁷⁰ Interview, 18 November 2001

⁷¹ Interview, 18 November 2001

⁷² Interview, 22 June 2003

⁷³ GA 4-2, 1967, p. 2.

⁷⁴ GA 6-3, 1971, p. 2.

⁷⁵ *Recent advances in conservation : contributions to the IIC Rome conference, 1961* (G. Thomson ed), Butterworths, London, 1963

⁷⁶ GA3-2/1965, pp. 22-23

⁷⁷ AG4/5, Rome, 31 Dec. 1966, Like most of the official documents produced by the Secretariat, this was originally written in French by Paul Philippot.

⁷⁸ AG5/5, 10 Feb. 1969

⁷⁹ See *Project for the long-term development of the Centre's activities should its income be increased*, General Assembly 4th Session, Rome, April 11-14, 1967, AG4/5, p. 4-5

⁸⁰ GA5/5

⁸¹ AG5/5, p. 3

⁸² G. Torraca, 'Science, technology and ICCROM', *Museum International*, 243, September 2009, pp.71-82

⁸³ Interview, 18 November 2001

⁸⁴ Interview, 4-5 October 2001

⁸⁵ S. Timmons (ed.), *Preservation and conservation: principles and practices*, Washington, 1978, pp. xviii-xix

⁸⁶ e.g. H.J. Plenderleith to E. Gazzola 11/02/60; HJP to EG, 24/04/61; I. Angle to EG, 26/01/62; EG to HJP, 17/02/62; EG to HJP, 18/08/63; IA to EG, 18/08/63; EG to HJP, 04/05/64 (ICCROM Archives)

⁸⁷ Paper by Tomokichi Iwasaki, Delegate of Japan at the General Assembly of the Centre, in Venice, April 1969.

⁸⁸ GA 1-3; 1960, p. 9

⁸⁹ G. Torraca, 'Science, technology and ICCROM', *Museum International*, 243, September 2009, pp.71-82 (p. 76)

⁹⁰ <http://whc.unesco.org/uploads/activities/documents/activity-350-1.pdf>

⁹¹ Assessing US\$18 000 in 2008, it could correspond to some US\$200 000, calculated on nominal GDP per capita.

⁹² Report by Giorgio Torraca to the 4th General Assembly of the Rome Centre on the Florence and Venice Campaign, AG4 / P.V. Annex 1

⁹³ Report by G. Torraca, 1967, p. 7

⁹⁴ *Museum*, vol. XIII, 4, 1960, pp. 202-289

⁹⁵ Interview, June 2002

⁹⁶ Interview, 18 November 2001

⁹⁷ Angle to Gazzola, 08/06/64 (correspondence, ICCROM archives)

⁹⁸ Interview with Tripp, 18 November 2001

⁹⁹ GA 2-4, 1963, p. 19

¹⁰⁰ Interview with Philippot, 4-5 October 2001

¹⁰¹ *The Monument for the Man. Records of the II International Congress of Restoration* (Venice, 25-31 May 1964), Marsilio Editore, ICOMOS, 1971; Document 3: "Resolution concerning the teaching of preservation and restoration of monuments: The plenary meeting of the 2nd International Congress of Architects and Technicians of Historic Monuments resolves: I. That an introduction to the problems of preservation and restoration of ancient monuments should be included in the programme of all University faculties of architecture, history of art and architecture. II. That the international courses organized at the Architecture Faculty of Rome University should be developed in a spirit of international co-operation and of co-operation with the International Centre for the Study of the Preservation and the Restoration of Cultural Property. That the national authorities interested should give their support and facilitate attendance at these courses of young architects, art historians and archaeologists, who by their qualification will be most likely to benefit by them so that a high scientific standard can be guaranteed. III. With regard to the Far East, international courses and facilities should be organised in Asia so that specialists can be trained there in the problems relevant to the conservation and restoration of monuments and historic sites in those regions."

¹⁰² Interview, 4-5 October 2001

¹⁰³ See also: Paul Philippot, *Die Wandmalerei: Entwicklung, Technik, Eigenart*, Verlag Anton Schroll & Co, Wien und München, 1972

¹⁰⁴ Laura and Paolo Mora, and P. Philippot, *La Conservation des peintures murales*, Editrice Compositori, Bologna, 1977.

¹⁰⁵ See *The First Decade 1959-1969*, pp. 31-34

¹⁰⁶ G. Torraca, 'Science, technology and ICCROM', *Museum International*, 243, September 2009, pp.71-82

¹⁰⁷ GA 6-3, 1971, p. 18

¹⁰⁸ G. Torraca, 'Science, technology and ICCROM', *Museum International*, 243, September 2009, pp.71-82, 72f

¹⁰⁹ Interview with Laura Mora, June 2003

¹¹⁰ *International Centre for the Study of the Preservation and the Restoration of Cultural Property, The First Decade 1959-1969, Rome, 1969*

¹¹¹ See H.J. Plenderleith in: *ICCROM Newsletter* no. 9, 1983, 'Editorial', pp. 2-4 (quoted from p. 4)

CHAPTER 4

¹¹² *Recommendation concerning the Protection, at National Level, of the Cultural and Natural Heritage* (1972), *Recommendation concerning the International Exchange of Cultural Property* (1976), *Recommendation concerning the Safeguarding and Contemporary Role of Historic Areas* (1976), *Recommendation for the Protection of Movable Cultural Property* (1978)

¹¹³ The other members of the Centre Council were Johannes Taubert (Germany), Emir Maurice Chéhab (Lebanon), Tomokichi Iwasaki (Japan), Sir Norman Reid (UK), Jean Taralon (France), Om Prakash Agrawal (India), Luis Ortiz Macedo (Mexico), K. Malinowski (Poland). In 1973, the new members of the Council included Vassos Karageorghis (Cyprus), G. Bonfil Batalla (Mexico), Chaudhry Ullah Rehmat (Pakistan), Vasil Dragut (Romania), Alberto Garcia Gil (Spain). C.F. Mannerstråle (Sweden), K. Balkan (Turkey), Paul Perrot (USA), and Manfred Koller (Austria). In 1975, van Schendel was succeeded as chairman of the Council by Norman Reid, Director of the Tate Gallery in London

¹¹⁴ Philippot interview, October 2001

¹¹⁵ Par. 3 of the Standards for Preservation: "Each property will be recognized as a physical record of its time, place and use. Work needed to stabilize, consolidate, and conserve existing historic materials and features will be physically and visually compatible, identifiable upon close inspection, and properly documented for future research." Kay D. Weeks and Anne E. Grimmer (eds.), *The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for Preserving, Rehabilitating, Restoring & Reconstructing Historic Buildings*, U.S. Department of the Interior, National Park Service, Washington, D.C., 1995, p.18. (Anne Grimmer attended the Architectural Conservation Course at the Rome Centre in 1971.)

¹¹⁶ AG4/5

¹¹⁷ AG4/5, p. 1

¹¹⁸ Documents of ICCROM Council, *CE/C13/2, and General Assembly, AG5/5*

¹¹⁹ ICCROM Council: C19/8

¹²⁰ *Policy of the Centre, C 19/8, 1971, p. 5*

¹²¹ *Policy of the Centre, C 19/8, 1971, p. 7*

¹²² *Policy of the Centre, C 19/8, 1971, p. 10*

¹²³ AG8/5

¹²⁴ AG8/5

¹²⁵ *Council Minutes: 1976-C25/PV-EN, page 5*

¹²⁶ Torraca, Giorgio, 'An international project for the study of mud-brick preservation', in: *Conservation of Stone and Wooden Objects: Contributions to the 1970 IIC Congress*, New York, 1971, pp 47-58

¹²⁷ November 25-30, 1976

¹²⁸ Subsequent international conferences on the conservation of mud brick and adobe structures were organized in Yazd in 1976, Ankara 1980, Lima and Cuzco 1983, and Rome 1987, followed by international conferences under the heading of "Terra", where ICCROM continued being involved as part of its Terra Project.

¹²⁹ <http://www.icom-cc.org/15/about-icom-cc/>

¹³⁰ Sharon Timmons (ed.), *Preservation and Conservation: Principles and Practices, Proceedings of the North American International Regional Conference, Williamsburg, Virginia, and Philadelphia, Pennsylvania, September 10-16, 1972*, under the auspices of the International Centre for Conservation, Rome, Italy, and the International Centre Committee of the Advisory Council on Historic Preservation, The Preservation Press and the Smithsonian Institution Press, Washington, D.C., 1976

¹³¹ Plenderleith, H.J., 'Preservation and conservation: introductory statement', in: S. Timmons (ed.), 1978. Op.cit., p. xvii-xxi (quoted on p. xvii)

¹³² George Mc Cue, 'Preservation at the cutting edge of public appreciation', in: S. Timmons (ed.), 1978, op.cit., pp. 357-366

¹³³ S. Timmons, op.cit., p.391

¹³⁴ Paul Philippot, 'Historic preservation : philosophy, criteria, guidelines, in: S. Timmons (ed.), 1978, op.cit., pp. 367-382

¹³⁵ S. Timmons (ed.), 1978, op.cit., p.383

¹³⁶ C. Brandi, *Teoria del restauro*, Roma 1963

¹³⁷ Interview, 4-5 October 2001

¹³⁸ 'Propositions de Centre International d'Études pour la Conservation et la Restauration des Biens Culturels', Annex II to: UNESCO, *Informal consultation of Intergovernmental and Non-governmental Organizations on the Implementation of the Convention concerning the Protection of the World Cultural and Natural Heritage*, Morges, 19-20 May 1976, Final Report. The report is reprinted in: ICOMOS, *The World Heritage List: What is OUV?*, ICOMOS Monuments and Sites, XVI, 2008, pp. 56-57

¹³⁹ Annex to UNESCO Report, Morges, 1976, Propositions, op.cit.

¹⁴⁰ Schwartzbaum, Paul M.; Na Songkhla, Wannipa; Massari, Ippolito, 'The conservation of mural paintings in Thailand', in: *Case studies in the conservation of stone and wall paintings: Contributions to the 1986 IIC Congress*, Bologna, 1986, pp. 90-95

¹⁴¹ Schwartzbaum, Paul M.; Lazzarini, Lorenzo, 'The technical examination and restoration of the paintings of the dome of the Aqsa mosque, Jerusalem', *Studies in Conservation* 30, 1985, pp. 129-135

¹⁴² Franco Rigamonti, an Italian photographer and creative technician, worked closely with the conservator-restorers of ICR, and with the Centre's staff. For the Centre he made photographic surveys for research and publications, and for the ICR restorers he invented, for example, a system to provide support to large-size canvas paintings often hanging on church walls or ceilings.

¹⁴³ Former participants acted as assistants to the course: Tomislav Marasovic (Yugoslavia) in 1969-1970, Ingrid Brock (Germany) and Luciano Pontuale (Italy) in 1971 and Jukka Jokilehto (Finland) and Mario Zappetti (Italy) in 1972. From 1973, Sergio Lucarelli was employed as consultant in photogrammetry. In 1974 the course assistant was Svetlana Marjanovic (Yugoslavia) while Roberto Marta (Italy) assisted with the field work, including survey and reports on historic buildings and areas in Rome, particularly in Trastevere and the vicinity of ICCROM.

¹⁴⁴ Donald del Cid (Guatemala) was employed as course assistant in 1976. From 1975 to 1977, Feilden acted as special advisor to the course, supervising particularly the field work.

¹⁴⁵ *Council Minutes, 25th session, 22-23 April, 1976, C25/PV-EN, p. 7*

- ¹⁴⁶ *Council Minutes, 25th session, 22-23 April, 1976, C25/PV-EN*, p. 16
- ¹⁴⁷ The Rome University Course was first organized by the *Istituto di Storia dell'Architettura* (directed by De Angelis d'Ossat and Arnaldo Bruschi), and was later taken over by the *Dipartimento di Storia dell'Architettura, Restauro e Conservazione dei Beni Architettonici*, established in 1983 under the direction of Renato Bonelli.
- ¹⁴⁸ G. Torraca, 'Science, technology and ICCROM', *Museum International*, No. 243, September 2009, pp. 71-82 (quoted from p. 81)
- ¹⁴⁹ G. Torraca, 'Science, technology and ICCROM', *Museum International*, n. 243, Sept. 2009, pp. 71-82, (quote from p. 77)
- ¹⁵⁰ Interview, 2001
- ¹⁵¹ International Centre for Conservation, *Newsletter 2*, July 1974, pp. 1-4
- ¹⁵² International Centre for Conservation, *Newsletter 2*, July 1974 (quoted from p. 4)
- ¹⁵³ J. Jokilehto, 'Training strategy in the conservation of cultural heritage', *WHC.95/CONF.2011/INF.7*; and in: *Conservation Training - Needs and Ethics*, A. Ahoniemi (ed.), ICOMOS CIF & ICOMOS Finland National Committee, 1995, pp. 21-50; UNESCO World Heritage, ICCROM: 'Global Training Strategy for Cultural Heritage Protection', *WHC-2000/CONF.204/18*
- ¹⁵⁴ P. Schwartzbaum, C. Silver and C. Grissom: 'Earthquake damage to works of art in the Friuli region of Italy', *Journal of the American Institute for Conservation*, Vol. 17, No.1, 1977, pp. 9-16
- ¹⁵⁵ Donald Del Cid, 'Earthquakes: the impact on cultural property; considerations and emergency measures', in: *ICCROM Newsletter 4*, November 1977, pp. 12-13
- CHAPTER 5**
- ¹⁵⁶ Architect Patrick Faulkner and archaeologist Roy Gilyard-Beer worked for the Department of the Environment that was responsible for the conservation and presentation of ancient monuments and archaeological sites. Architect Roy Worskett was responsible in the historic city of Bath for its conservation master plan in the 1970s. All three were invited to lecture on the ICCROM International Architectural Conservation Course (ARC) course.
- ¹⁵⁷ From 1973, Feilden lectured on the ARC course at ICCROM jointly with Poul Beckmann, engineer from Ove Arup and Partners, with whom he had worked at York Minster and on other important conservation projects in the UK. From 1975 to 1976, he was employed as consultant to the same course.
- ¹⁵⁸ *ICCROM Comes of Age, 1959-1979*, ICCROM 1979
- ¹⁵⁹ *GA10-3-1979, Council Report*, p. iv
- ¹⁶⁰ General Assembly, 12th Session, 1983, *Report of the Council, Activities 1981: 'United Kingdom Renews Membership of ICCROM'*, AG 12/3, part I, appendix 5, pp. 67-70
- ¹⁶¹ *1981-C32 Min-En*, annex p.14
- ¹⁶² B.M. Feilden, 'An appeal from the Director', *ICCROM Newsletter 7*, 1981, pp. 2f
- ¹⁶³ Gianfranco Pompei (1915-); Italian diplomat; permanent delegate for Italy at UNESCO from 1950; Member (1962-66) and President (1968-70) of the Executive Council of UNESCO
- ¹⁶⁴ *GA5/5/69*
- ¹⁶⁵ *GA8/5/75*
- ¹⁶⁶ *AG10/3 - 1979*, p. iv
- ¹⁶⁷ *ICCROM Comes of Age, 1959-1979*, ICCROM 1979, p. 19
- ¹⁶⁸ *AG11/3 - Part II, 1980*, pp. v-vi
- ¹⁶⁹ *AG 10/3* (pp. iv - vi)
- ¹⁷⁰ B.M. Feilden, 'Editorial', *ICCROM Newsletter 6*, January 1980, p. 2f
- ¹⁷¹ *C33/2*, May 1981
- ¹⁷² ICCROM Council, 28th Session, 3-5 May 1978, *Minutes*, p. 159ff
- ¹⁷³ ICCROM Council, 28th Session, 3-5 May 1978, *Minutes*, p. 164
- ¹⁷⁴ ICCROM Council, 28th Session, 3-5 May 1978, *Minutes*, p. 169
- ¹⁷⁵ Teutonico, Jeanne Marie, *A laboratory manual for architectural conservators*, ICCROM, Rome, 1988
- ¹⁷⁶ R. Sengupta, Open Forum, in: *ICCROM Newsletter 8*, 1982, p. 26
- ¹⁷⁷ J.M. Magaña Juárez, Open Forum, in: *ICCROM Newsletter 8*, 1982, pp. 27f
- ¹⁷⁸ 'Climate Conference', in: *ICCROM Newsletter 6*, January 1980, pp. 18-20
- ¹⁷⁹ Robert Organ, in: *ICCROM Newsletter 6*, January 1980, pp. 29-32
- ¹⁸⁰ *Mosaïque n. 1. Deterioration et conservation. Actes du premier symposium international sur la conservation des mosaïques*, Rome, 2 - 5 novembre 1977 / Rome: ICCROM, 1978; *Mosaics n. 1. Deterioration and conservation. Proceedings of the first international symposium on the conservation of mosaics*, Rome, 2 - 5 Nov. 1977: ICCROM, 1980
- ¹⁸¹ *Mosaics no. 2: Safeguard*, Carthage 1978, Perigueux 1980. Rome: ICCROM, 1983
- ¹⁸² Expert meeting in Morges, France, in 1976, published in: ICOMOS, *World Heritage List. What is OUV? An ICOMOS study compiled by Jukka Jokilehto, Monuments and Sites XVI*, ICOMOS, Berlin 2008, pp. 53-61
- ¹⁸³ Gaël de Guichen 'Enseignement de la conservation et materiel didactique', in: *Preprints of ICOM Committee for Conservation. 5th Triennial Meeting*, Zagreb, 1 - 8 Oct. 1978, pp. 1-10
- ¹⁸⁴ The Burra Charter was revised in 1981, 1988 and 1999. With the adoption of the 1999 revision, this became the only official document and previous versions are considered archival documents.
- ¹⁸⁵ B.M. Feilden in: *Report of the Council, Activities 1980*, General Assembly 11th Session, Rome 1981, AG 11/3 Part II, April 1981
- ¹⁸⁶ Interview, November 2001
- ¹⁸⁷ A-M. M'Bow, Editorial, in: *ICCROM Newsletter 10*, January 1984, pp. 2-4
- ¹⁸⁸ The vice-chairpersons were Vasil Dragut and Paul Perrot, 1981-83, Agnes Ballestrem and Perrot, 1983-84, Dragut and Perrot, 1984-86, Dragut and L. Masschelein-Kleiner, 1986-88. The Chairperson of the Finance and Programme Committee was Perrot (1981-88); the Chairpersons of the Standards and Training Committee were: Peter Lasko (1981-86), Stephan Tschudi-Madsen (1986-88). UNESCO was represented by Said Naqvi (1981-86) and A. Raidl (1984-88); ICOMOS by Michel Parent (1981-86) and Roberto Di Stefano (1986-88); ICOM by P. Olcina; Italy by C. Brandi (1981-83) and I.C. Angle (1983-84); ICR by G. Urbani (1981-84), Mara Nimmo (1984-88) and Michele D'Elia (1986-88); and IRPA by R. Sneyers.
- ¹⁸⁹ *GA12*, 10-12 May 1983
- ¹⁹⁰ *GA14/5 rev*, 5-7 May 1986

- ¹⁹¹ GA15/5, 9-11 May 1988
- ¹⁹² *ICCRUM Policy*, AG 14 5 – 1986, p. 1-2
- ¹⁹³ This projected increase was indeed realised, in that there were forty staff members in 1996.
- ¹⁹⁴ *ICCRUM Policy*, AG 14 5 – 1986, p. 4-5
- ¹⁹⁵ GA12, 10-12 May 1983
- ¹⁹⁶ C28-MIN-EN, 3-5 May, 1978
- ¹⁹⁷ GA12-3-1983, *Report to Council*, Part 2
- ¹⁹⁸ ICCROM, *International Meeting of Coordinators of Training in Architectural Conservation*, ICCROM, Rome 1983. The conference was attended by Paul Philippot, Bernard Feilden, Michel Parent (President of ICOMOS), Raymond Lemaire and Jean Barthélemy (Belgium), Derek Linstrum (UK), Yves Boiret (France), David De Long (USA), Tomislav Marasovic (Yugoslavia), Renato Bonelli and Roberto Di Stefano (Italy), Vilhelm Wohlert (Denmark), Silvio Mutal (UNDP, Peru), Jorge Gazaneo (Argentina), Mihaly Zador (Hungary), Okan Üstüncök (Turkey), as well as observers, including Augusto Silva Telles (Director of IPHAN, Brazil), Roland Silva (Sri Lanka), Giovanni Carbonara (Italy), Alois Machatschek (Austria), and Christina Sandström (Sweden). Cevat Erder and Jukka Jokilehto represented ICCROM.
- ¹⁹⁹ P. Philippot, Editorial: 'The conservation of works of art: a problem of cultural policy', in: *ICCRUM Newsletter* 12, January 1986, pp. 2-4
- ²⁰⁰ P. Philippot, 1986, op.cit. p. 3
- ²⁰¹ Brock, Ingrid; Giuliani, Paolo; Moisescu, Cristian. *Il centro antico di Capua. Metodi d'analisi per la pianificazione architettonico-urbanistica*, Marsilio, Padova, 1973
- ²⁰² Questions and Viewpoints, *ICCRUM Newsletter*, January 1985, 'A new programme to support training', interview of G. de Guichen, pp. 7-9
- ²⁰³ Robert Ferguson and Elizabeth Pye, *Our Students and Ourselves: Approaching course design*, ICCROM, Rome, 2004, p. 2
- ²⁰⁴ Mora, Laura; Mora, Paolo; Torraca, Giorgio; Bonito, Virginia Anne, 'A coordinated methodology for the treatment and study of the peristyle garden wall of the House of Menander, Pompeii, An interim report', in: *Case Studies in the Conservation of Stone and Wall Paintings: Contributions to the 1986 IIC Congress*, Bologna, 1986, pp. 38-43
- ²⁰⁵ Ferragni, Daniela; Forti, Massimo; Malliet, Joseph; Teutonico, Jeanne Marie; Torraca, Giorgio, 1985. 'In situ consolidation of wall and floor mosaics by means of injection grouting techniques', in: *Conservation in situ: proceedings of the 2nd conference of the international committee for the conservation of mosaics. Aquileia, 3-7 Oct. 1983*, ICCROM, Rome, pp. 83-101 (Mosaics n. 3)
- ²⁰⁶ Schwartzbaum, Paul M., Zari, Donatella, Tint, U Ba., Lazzarini, Lorenzo 'The conservation of the mural paintings and external stuccoes of the temples of Pagan', in: *The Conservation of Far-Eastern Art*, Preprints of the contributions to the Kyoto Congress of IIC, 19-23 September 1988, 1988, pp. 103-107
- ²⁰⁷ Authored by George Burrows (UK), an urban planner, in collaboration with J. Jokilehto under UNESCO contract; the brochure was prepared on behalf of UNESCO by ICCROM Publications Sector; text by G. Burrows, design by A. Soheil: *Montenegro Earthquake: The Conservation of the Historic Monuments and Art Treasures*, UNESCO, Paris 1984. Special leaflets were published for: Praskvica Monastery (Budva), St. Tryphon's Cathedral (Kotor), The Church of Our Lady (Prlanji), The Prince's Palace (Kotor), The Blue Palace (Cetinje), and Njeguš's Birth House (Njeguši)
- ²⁰⁸ *PREMA 1990-2000*, ICCROM January 2001, p. 6; see also: Barclay, Robert L.; Antomarchi, Catherine, 'PREMA, A Conservation Strategy for African Collections', in: *Preventive Conservation: Practice, Theory and Research*, Preprints of the Contributions to the Ottawa Congress, 12-16 September 1994, 1994, pp. 61-64
- ²⁰⁹ GA15 3-1988 Report Council, Part 1, p. 21
- ²¹⁰ The course programme was conceived by Giorgio Torraca and Paolo Mora of ICCROM, Martin Weaver (Canada), and Stephan Tschudi-Madsen (Norway). It was co-ordinated by Knut-Einar Larsen (Norwegian Institute of Technology) and Nils Marstein (Central Office of Historic Monuments, Oslo). The participants of the first course came from: Australia, Bolivia, Bulgaria, Cuba, Denmark, Ethiopia, Finland, France, Federal Republic of Germany, Israel, Japan, Korea, Malawi, the Netherlands, Norway, Poland, Romania, Spain, Tanzania, and U.S.A.

CHAPTER 6

- ²¹¹ Jokilehto represented ICCROM and was elected first Secretary General, a.i., and then President as successor to Tomaszewski in 1993
- ²¹² *GA 16/3 - I, Report to the Council on 1988 Activities*, Rome, May 1990
- ²¹³ *GA 16/5, Long Term Plan*, April 1990, pp. 1-2
- ²¹⁴ *GA16/5*, p. 5
- ²¹⁵ *C 51/3-b, Politique de formation de l'ICCRUM*, 12 May 1992, presented to the Council in February 1993
- ²¹⁶ *C 51/3-a, ICCROM's Research Policy*, 25 January 1993
- ²¹⁷ The first Statutes were adopted by the General Assembly of the organization at its second session on 24 April 1963. Articles 7 b) and 14 were modified during the seventh session of the General Assembly held on April 12th. 1973. The short title ICCROM was adopted by the tenth General Assembly in April 1979
- ²¹⁸ Jokilehto co-ordinated the meeting in collaboration with Carlo Cesari, the city architect of Ferrara, and with the participation of ICCROM staff members.
- ²¹⁹ A. Tomaszewski, Editorial: 'The long-term plan of ICCROM', in: *ICCRUM Newsletter* 15, June 1989, pp. 3-6, quoted from p. 6
- ²²⁰ Kim Dalinka, Gabriela Krist and Werner Schmid: 'Viewpoints: SPC and MPC evaluations - results and reflections', in: *ICCRUM Newsletter* 17, June 1991, pp. 10-12
- ²²¹ Conference Reports, 'Ferrara One: Post-graduate training in architectural and urban conservation', in: *ICCRUM Newsletter* 16, June 1990, pp. 28-29
- ²²² Directed by J. Jokilehto and co-ordinated by M. T. laquinta
- ²²³ Other team members included Patrice Doat, Hubert Guillaud, Hugo Houben, Thierry Joffroy, Pascal Odul, Jeanne-Marie Teutonico and Marina Trappeniers.
- ²²⁴ http://www.iccrom.org/eng/05advocacy_en/05_01raising_en.shtml (quoted April 2010)
- ²²⁵ 'The Advocacy Programme; Media Save Art Award 2001, Graffiti: time to change strategy', in: *ICCRUM Newsletter* 27, October 2001, pp. 10-11
- ²²⁶ Association AMICI DELL'ICCRUM, News: Greetings from the President of the Association, no. 1, June 1990; insert to *ICCRUM Newsletter* 16, June 1990.
- ²²⁷ *ICCRUM Council 57th Session, 12-14 February 1997, C57/MIN*. In 1992-93 the President of the ICCROM Council was Charles Gruchy (Canada), to be succeeded by Ségolène Bergeon (France) in 1994-95, S. Luz

- Afonso (Spain) in 1996-97 and Lambertus van Zelst (USA) in 1998-2000. The Chairs of the Finance and Programme Committee (FPC) were Lambertus van Zelst in 1992-97, and France Dijoud (France) in 1998-2000. The Chairpersons of the Academic Advisory Board (AAB) were Colin Pearson (1992-94), Richard Davies and Helmut Bansa (1994-95), and Nils Marstein (1996-2000).
- ²²⁸ The withdrawal of Russia had a significant financial effect on ICCROM's budget. This was due to the lack of membership payments, but it was also due to the fact that USA, paying 22% of the approved total budget, actually also paid a contribution on the budgeted amount of Russian contribution until Russia was Member State. This was because the contribution of each Member State was calculated on the estimated total budget, not on what was actually received in payments. Therefore, when Russia withdrew, the estimated total budget was reduced.
- ²²⁹ The Member State contribution is calculated on the basis of the Gross National Income per Capita. The totals of the scales at the United Nations and at ICCROM add up to 100%. The USA pays a maximum contribution of 22%, while several Member States (46 at ICCROM) pay a minimum contribution at a rate of 0.010%. These maximum and minimum contributions are deducted from 100 and what remains (77.540) is divided among the other Member States in proportion to their rates in the UN scale (total 74.931 at ICCROM). A multiplication factor 77.54/74.931 must thus be applied to the UN rates in order to obtain the ICCROM rates for each Member State. (GA26/09: ICCROM Programme & Budget 2010-11, Draft, E3 Scale of Assessment, p. 48)
- ²³⁰ Director-General to the Council, in *Council Minutes, C 61 Min*, 2000, p. 5
- ²³¹ *Council Minutes, C 57 MIN*, 1997
- ²³² 'Data Management' in: *ICCROM Newsletter* 20, 1994, p. 3 (Data Management Team: Jef Malliet, Head of Section, Monica Garcia, Elisabetta Giorgi, Christina Georgeff; from 1995, Monica Garcia was the Head while Jef Malliet became consultant to the Team)
- ²³³ 2000 GA 21/6 p. 3
- ²³⁴ The series of reports dated 1993-1994 included. Doc. 1: *Statut Juridique de l'ICCROM* (J.-M. Dubois), Doc. 2: *Evolution of Member States*; Doc. 3: *The Budget over the Years* (P. Pegazzano), Doc. 4: *ICCROM Staff and Employees* (J.-M. Dubois, P. Pegazzano), Doc. 5: *ICCROM Activities (1959-1983)* (M. Garcia, J. Jokilehto), Doc. 6: *Institutional Support and Collaboration according to the Statutes* (M. Garcia, G. de Guichen); Doc. 7: *Profile of ICCROM Former Participants* (R. Colombi, M. Garcia), Doc. 8: *Perception of ICCROM by Outsiders* (R. Colombi, M. Garcia), Doc. 9: *ICCROM Premises* (E. Carra, J. Jokilehto), Doc. 10: *Languages and Publications* (M. Garcia, G. de Guichen), Doc. 11: *Quelques grandes dates qui ont fait l'ICCROM* (G. de Guichen); and Working group: "What is ICCROM Today", *Final Report* (S. Bronson, E. Carra, J.-M. Dubois, M. Garcia, G. de Guichen, J. Jokilehto, P. Pegazzano, A. Stewart), dated March 1994.
- ²³⁵ GA18/5- 1993
- ²³⁶ There were several reports to the Council, FPC and especially AAB on the development of policy planning, including: The Director's Report on Strategic Planning defining ICCROM's Role for the Future (1993); Orientations for an ICCROM Mid-term Programme of Activities to be Presented to FPC, AAC and Council on February 10-14, 1997; ICCROM Strategic Planning: Perspectives and Proposals, October 1994; ICCROM's Future Orientations, Discussion Paper, Marc Laenen, 1998; Report of the Director-General 1992-2000, April 2000
- ²³⁷ 1993, GA 18/5, pp. 2-3
- ²³⁸ 1994, AAB/3, *Regional Approaches, Discussion Paper*, Academic Advisory Board, May 1994
- ²³⁹ 1994, AAB/3, p. 10
- ²⁴⁰ GA 21/8, April 2000, *Report of the Director-General, 1992-2000*, p. 4
- ²⁴¹ Protocol: GA20/3, 1997
- ²⁴² *ICCROM Label*, AAC 13/2, 1997
- ²⁴³ 2000, GA 21/8, p. 5
- ²⁴⁴ 2000, GA 32/8, p. 6
- ²⁴⁵ The 1983 meeting was attended by Max Bourke (Australia), Jordan Dimacopoulos (Greece), Sir Bernard Feilden (UK), Jukka Jokilehto (ICCROM), François Leblanc (Canada), Hugh Miller (USA), Svetlana Mojsilović-Popović (Yugoslavia), Amini A. Mturi (Tanzania) and Adli Qudsi (Syria). Feilden was entrusted with writing the draft, and the final text was prepared jointly by Feilden and Jokilehto.
- ²⁴⁶ B.M. Feilden and J. Jokilehto, *Management Guidelines for World Cultural Heritage Sites*, UNESCO, ICOMOS, ICCROM, published in Rome, 1993. The book was subsequently translated into several languages, including French, German, Thai, Persian, Polish, Russian, Slovenian, Georgian and Chinese.
- ²⁴⁷ K-E. Larsen and N. Marstein (eds.), *Conference on Authenticity in Relation to the World Heritage Convention, Preparatory Workshop*, Bergen, Norway, 31 January - 2 February 1994. Riksantikvaren, Oslo, 1994; K-E. Larsen (ed. with Editorial group: J. Jokilehto, R. Lemaire, K. Masuda, N. Marstein, H. Stovel), *Nara Conference on Authenticity, Japan 1994, Proceedings*, UNESCO, ICCROM, ICOMOS, with Agency for Cultural Affairs of Japan, Tapir Publishers, Trondheim, 1995.
- ²⁴⁸ In Nara, there was a long discussion about alternative titles, such as 'charter', 'declaration', or 'recommendation'. Instead, it was decided to use a 'low-profile' title so as not to overload the document with undue expectations.
- ²⁴⁹ B. v. Droste, et al. (eds.), *Linking Nature and Culture, Report of meeting, March 1998*, Amsterdam, UNESCO, 1998; 'ICCROM position paper' by J. Jokilehto, pp. 49-55
- ²⁵⁰ WHC.95/CONF.201/INF.7; it was also presented at the ICOMOS Training Committee Meeting in Suomenlinna, Helsinki, June 1995: J. Jokilehto, 'Training strategy in the conservation of cultural heritage sites', pp. 21-50, in: *Conservation Training - Needs and Ethics*, (A. Ahoniemi, ed.), ICOMOS Finnish National Committee, Helsinki, 1995.
- ²⁵¹ WHC.95/CONF.201/INF.7; WHC-96-CONF201-21
- ²⁵² The process continued even further, including a report to the 27th session in 2003: WHC-03/27.COM/9
- ²⁵³ Baghli, Sid Ahmed; Boylan, Patrick; Herreman, Yani: *History of ICOM (1946-1996)*, ICOM, Paris, 1998
- ²⁵⁴ The site of Aksum in the heart of ancient Ethiopia was inscribed on the World Heritage List in 1980 on the basis of criteria (i) and (iv).
- ²⁵⁵ 'Viewpoints: Where are they now?', in: *ICCROM Newsletter* 20, 1994; the information for the survey was gathered by Rossella Colombi and Monica Garcia, and the summary article written by Thorgerir Lawrence.
- ²⁵⁶ *Council Report C69/17* (25-27 November 2004): John Fidler: "An assessment of the reviews of ICCROM's Architectural Conservation Programme and Stone Conservation Course with recommendations for future action", p. 6

- ²⁵⁷ *PREMA and the Preservation of Africa's Cultural Heritage*, PREMA 1990-2000, ICCROM January 2001 (M-F Adolphe, C. Antomarchi, G. de Guichen, M. Laenen, T. Little, N. Stanley-Price), p. 9
- ²⁵⁸ Jokilehto in *Council Minutes: 1996, C55, MIN*, p. 16
- ²⁵⁹ Interview with F. Neuwirth, 19 November 2001
- ²⁶⁰ *GraDoc, Graphic documentation systems in mural painting conservation, research seminar, Rome, 16-20 November 1999*, Schmid, W. (ed.), ICCROM, Rome, 2000
- ²⁶¹ E. Borrelli, A. Umland, *ARC Laboratory Handbook: Porosity, Salts, Binders, Colour*, ICCROM, UNESCO-World Heritage Centre, Rome, 1999
- ²⁶² Paloma Mujica, 'The Chilean Perspective', in: *ICCROM Newsletter* 23, September 1997, p. 8
- ²⁶³ Marc Laenen, 'Report of Out-going Director-General 1992-2000', in: *ICCROM Newsletter* 26, October 2000, pp. 2-5; quoted on p. 5
- ²⁶⁴ N. Stanley-Price, 'From the Director-General's Desk', in: *ICCROM Newsletter* 27, 2001, p. 2-4, quoted from p. 2
- ²⁶⁵ N. Stanley-Price, 'From the Director-General's Desk', in: *ICCROM Newsletter* 28, 2002, p. 2-4, quoted from p. 2
- ²⁶⁶ Later a fifth organization joined the Blue Shield: CCAAA (Co-ordinating Council of Audiovisual Archives Associations)
- ²⁶⁷ N. Stanley-Price, 'From the Director-General', in: *ICCROM Newsletter* 29, June 2003, pp. 2-4, quoted from p. 3
- ²⁶⁸ N. Stanley-Price, 'From the Director-General; Living religious heritage: conserving the sacred', in: *ICCROM Newsletter* 30, 2004, pp. 2-4.
- ²⁶⁹ The participants in the ICCROM Forum 2003 came from different cultural backgrounds and represented different disciplines, in Belgium, Sri Lanka, New Zealand, Greece, Denmark, Japan, Saudi Arabia, Zimbabwe, Mexico, Malaysia, Palestine and Italy.
- ²⁷⁰ N. Stanley-Price, 'From the Director-General: Culture and disaster recovery', in: *ICCROM Newsletter* 31, 2005, p. 2
- ²⁷¹ N. Stanley-Price, 'From the Director-General: Culture and disaster recovery', in: *ICCROM Newsletter* 31, 2005, p. 4
- ²⁷² The Presidents of ICCROM Council were Abdelaziz Daoulatli (Tunisia) 2000-2001, Charles Costain (Canada) 2001-2005, and Blaine Cliver (USA) 2005-2006. Vice Presidents were Agnes Timar Balazsy (Hungary) and Bent Eshøj (Denmark) 2000-2001; Eshøj and José Losada (Spain) 2001-2003; Cliver and Eshøj 2004-2005; John Fidler (UK) and Isabelle Pallot-Frossard (France) 2006-2007.
- ²⁷³ *Summary of Decisions and Report of the 65th Meeting of the Council, 24 Nov. 2001-C65*, MTG Report (p. 8-9)
- ²⁷⁴ *ICCROM Council, 68th Session, 22 November 2003, Draft Report of Meeting*
- ²⁷⁵ Ecuador and Guinea had renounced their membership, but Ecuador was re-admitted at the General Assembly in 2003. Chad, Congo, Gambia and Nicaragua were at risk in 2003, but they managed to retain their memberships (C67/07, p. 2). The 2003 General Assembly also re-admitted Mali, which had been deemed to have renounced its membership in 1998.
- ²⁷⁶ Aurelio Marcucci, Management Consultant, *Long-Term Financial Strategy* (GA23/4)
- ²⁷⁷ Maurizio Moriconi of ICCROM administration has calculated that the difference between the US Dollar and the Euro has grown from 2004 to 2009 by nearly 44% in favour of the latter. Compared to the option of continuing on the basis of the UNESCO budget, always in US \$, the change to Euro had proven an advantage to ICCROM.
- ²⁷⁸ The table calculated in Euro is based on figures provided by M. Moriconi, ICCROM Administration.
- ²⁷⁹ Giovanni Scichilone in *Council Minutes; C 55-MIN*, 1996, p. 22
- ²⁸⁰ Interview with Gertrude Tripp, 16 November 2001
- ²⁸¹ Interview with Franz Neuwirth, 19 November 2001;
- ²⁸² Interview, 19 November 2001
- ²⁸³ P. Richard Lindo, *Proposed Amendments to the Staff Regulations and Rules*, C64/2 (19-20.11. 2001)
- ²⁸⁴ P. Richard Lindo, *Draft Policy on the Use of Outside Consultants and Advisers*, C64/03 (12.11. 2001)
- ²⁸⁵ A. Tomaszewski, *The Long-Term Plan of ICCROM*, GA16/5 (April 1990), pp. 2-5
- ²⁸⁶ P. Richard Lindo, *Policy on Interns and Visiting Professionals/Scholars at ICCROM*, C64/04 (19-20.11.2001)
- ²⁸⁷ Nicholas P. Stanley-Price, *Policy on Publications*, C64/5 (19-20.11.2001)
- ²⁸⁸ *ICCROM Programme and Budget 2002-2003*, GA22-3, 2001, p. 3
- ²⁸⁹ *ICCROM Programme and Budget 2002-2003*, GA22-3, 2001, p. 7; see also N. P. Stanley-Price, *ICCROM's Strategic Directions; Background document for the discussion by Working Groups of Council and Staff Members, November 6, 2002*; Strategic Directions identified in the 2002-2003 Programme Progress Report on Implementation (C66/3); ICCROM General Assembly 2001, GA22/ Minutes-1 (p. 22)
- ²⁹⁰ *ICCROM GA22/Minutes* 1, pp. 50-51
- ²⁹¹ ICCROM Council, *C63/MTG Report, 14-16 March 2001; Draft Summary of Decisions and Report of the 63rd Meeting of the Council*, p. 16
- ²⁹² Stovel, H., Stanley-Price, N., Killick, R. (eds), *Conservation of Living Religious Heritage, papers from the ICCROM 2003 Forum on living religious heritage: conserving the sacred*, ICCROM, Rome, 2005
- ²⁹³ Stanley-Price, N. (ed.), *Cultural Heritage in Post-war Recovery, papers from the ICCROM Forum held on October 4-6, 2005*, ICCROM, Rome, 2007
- ²⁹⁴ Bruno Pisani and Jerome Nhan, *EPA Endowment Fund*, C67/2, November 2003; and C70/5, November 2005
- ²⁹⁵ *Report on Implementation of the Programme 2004-05*, GA24/4, p. 18
- ²⁹⁶ The partners included the Directorate of Cultural Heritage (Riksantikvaren), the Norwegian University of Science and Technology (NTNU), the Norwegian Institute for Cultural Heritage (NIKU), and the Foundation for Scientific and Industrial Research at the University of Trondheim (SINTEF).
- ²⁹⁷ These included the Cultural Heritage Protection Cooperation Office, Asia/Pacific Cultural Centre for UNESCO (ACCU), and the Agency for Cultural Affairs of Japan.
- ²⁹⁸ *Evaluation of the Venice Stone Course and Architectural Conservation Education at ICCROM*, C67/4, ICCROM Council 17-18 November 2003.
- ²⁹⁹ John Fidler, *An assessment of the reviews of ICCROM's Architectural Conservation Programme and Stone Conservation Course with recommendations for future action*, C69/17, Council 25-27 November 2004, p. 5
- ³⁰⁰ Fidler, op.cit., p. 7
- ³⁰¹ J. Fidler, *An assessment ...*, op.cit., p. 8

- ³⁰² J. Fidler, *An assessment ...*, op.cit., p. 9
- ³⁰³ J. Fidler, *An assessment ...*, op.cit., p. 10
- ³⁰⁴ AFRICA 2009 was based on broad partnerships and extra-budgetary funds, including the National Heritage Board of Sweden, NORAD (Norway), the Ministry of Foreign Affairs of Finland, the Ministry of Foreign Affairs of Italy, and the World Heritage Fund
- ³⁰⁵ NORAD and SIDA, *Review of AFRICA 2009; final report 15 October 2001*: Summary of Recommendations by B. Hoberg (Sweden), E. Kamuhangire (Uganda), and J. Claussen (Norway), Nordic Consulting Group, NCG
- ³⁰⁶ *Support Programme for the Cultural Heritage of North Africa and Near and Middle East Countries (NAMEC), Independent Evaluation, Final Report - June 2002*, Ars Progetti s.r.l., Rome 2002
- ³⁰⁷ *NAMEC Evaluation*, p. 3
- ³⁰⁸ *NAMEC Evaluation*, p. 3
- ³⁰⁹ The training was effective as long as it lasted. However, once the full responsibility was shifted to the national authorities, the training programmes tended to be discontinued.
- ³¹⁰ Zaki Aslan, 'ATHAR Programme: Managing living archaeological sites in the Arab region', in: *ICCROM Newsletter* 31, June 2005, p. 12-13
- ³¹¹ *Introducing Young People to Heritage Site Management and Protection: A Practical Manual for Secondary School Teachers* (UNESCO-Amman and ICCROM, 2003). The publications also included an Arabic edition of the Management Guidelines for World Cultural Heritage Sites, by B.M. Feilden and J. Jokilehto, ICCROM, Rome, 2005
- ³¹² N.P. Stanley-Price, 'Future Activities of ICCROM in Architectural Conservation; A background information document, C66/13, Council 6-8 November 2002, p. 2-4
- ³¹³ 'The challenge of cultural landscapes, ITUC02 Course', in: *ICCROM Newsletter* 29, 2003, p. 23
- ³¹⁴ *Report on Implementation of the programme 2004-2005 (revised)*, 15 October 2005, p. 53
- ³²³ *Draft ICCROM Policies*, 2009, p. 3
- ³²⁴ M. Bouchenaki, 'Developing partnerships: the key to ICCROM's future', in: *ICCROM Newsletter* 33, June 2007, p. 2
- ³²⁵ Institutes and centres under the auspices of UNESCO known as 'Category II Centres' are entities which are not legally part of the organization, but which are associated with it through formal arrangements approved by the General Conference. The activities of such entity should make a substantial contribution to UNESCO's strategic objectives and programme priorities. The designation as a category II centre is reviewed every six years. (*UNESCO General Conference 33rd session, Paris 2005, 33C/19, and 171 EX/18, Annex I*)
- ³²⁶ ICCROM's Internet page (accessed March 2011): http://www.iccrom.org/eng/news_en/2010_en/various_en/10_29alecsco_en.shtml
- ³²⁷ The information on programme activities has been drawn from the ICCROM Programme and Budget documents for the biennia 2006-07, 2008-09, and 2010-11.

CHAPTER 7

- ³¹⁵ United Nations General Assembly, *Resolution A/RES/60/1, 2005 World Summit Outcome*
- ³¹⁶ M. Bouchenaki, 'Reflections on ICCROM's 50th Anniversary', in: *ICCROM Newsletter* 32, June 2006, p. 4
- ³¹⁷ ICCROM, *Programme and Budget 2006-2007 Biennium* (as approved by the General Assembly - November 2005), GA24/3, General Assembly 2005, 9-11 November 2005, p. 1
- ³¹⁸ GA24/3, p. 4
- ³¹⁹ *ICCROM General Assembly, Approved Programme and Budget 2008-2009 Biennium*, GA25/11, 7-9 November 2007, section D1, page 3
- ³²⁰ Agenda Item 15, *ICCROM Financial Report for 2006 - September 2007*, C73, Decisions, p. 4
- ³²¹ *Draft ICCROM Policies*, Working Document, Council C76/02, 23-24 November 2009
- ³²² The issue of capacity development or capacity-building (the creation of an enabling environment with appropriate policy and legal frameworks, institutional development, including community participation - of women in particular, human resources development and strengthening of managerial systems) can be referred to definitions created by UNDP (<http://www.gdrc.org/uem/capacity-building.html>)

ICCROM Member States

Member States as of 31 July 2011 (with date of adhesion)

Afghanistan – (07.02.2010)	Cyprus – (02.05.1963)	Kuwait – (20.03.1962)
Albania – (02.04.1962)	Czech Republic – (30.03.1996)	Lao People's Democratic Republic – (21.06.2006)
Algeria – (18.01.1973)	Denmark – (01.01.1973)	Lebanon – (02.07.1958)
Andorra – (04.06.1998)	Dominican Republic – (20.02.1958)	Lesotho – (01.07.2007)
Angola – (04.06.1992)	Ecuador – (19.11.2003)	Libyan Arab Jamahiriya – (01.09.1959)
Argentina – (29.08.1988)	Originally a Member of ICCROM from 31 March 1980. Deemed to have renounced its membership on 31.12.2001 under article 10 of the Statutes. Ecuador was readmitted to ICCROM at the XXIII Session of the General Assembly in 2003.	Lithuania – (21.10.1991)
Armenia – (05.05.2004)	Egypt – (05.11.1959)	Luxembourg – (18.12.1978)
Australia – (26.06.1975)	Estonia – (09.02.2001)	Madagascar – (03.09.1963)
Austria – (20.05.1957)	Ethiopia – (05.12.1975)	Malaysia – (04.11.1966)
Azerbaijan – (03.02.2002)	Finland – (03.07.1981)	Mali – (19.11.2003)
Bahrain – (15.12.2005)	France – (25.09.1964)	Originally Member of ICCROM from 9 October 1989. Deemed to have renounced its membership on 01.01.1998 under article 10 of the Statutes. Mali was admitted to rejoin ICCROM by the XXIII Session of the General Assembly in 2003.
Bangladesh – (18.10.2007)	Gabon – (20.03.1961)	Malta – (24.08.1965)
Barbados – (01.04.1985)	Gambia – (10.01.1999)	Mauritania – (29.11.2009)
Belgium – (07.07.1959)	Georgia – (23.12.2001)	Mauritius – (29.07.1998)
Benin – (05.06.1986)	Germany – (30.10.1964)	Mexico – (17.07.1961)
Bolivia – (17.12.2004)	Ghana – (12.02.1959)	Monaco – (13.12.2007)
Bosnia and Herzegovina – (19.07.2000)	Greece – (17.03.1987)	Mongolia – (30.07.2003)
Botswana – (02.02.2002)	Guatemala – (18.09.1975)	Montenegro – (16.09.2007)
Brazil – (21.08.1964)	Guyana – (16.10.1999)	Morocco – (24.04.1958)
Brunei Darussalam – (24.12.2005)	Haiti – (21.05.1992)	Mozambique – (17.12.2003)
Bulgaria – (12.01.1960)	Honduras – (26.05.1964)	Myanmar – (05.10.1987)
Burkina Faso – (04.01.1988)	Hungary – (07.06.1993)	Namibia – (28.11.1998)
Cambodia – (03.06.1961)	India – (02.10.1961)	Nepal – (23.06.1969)
Cameroon – (03.06.1995)	Iran, (Islamic Republic of) – (18.12.1972)	Netherlands – (14.04.1959)
Canada – (07.11.1978)	Ireland – (22.12.1986)	New Zealand – (19.03.1987)
Chad – (06.02.2000)	Israel – (23.05.1958)	Nicaragua – (30.08.1971)
Chile – (03.02.1981)	Italy – (24.10.1960)	Nigeria – (12.12.1961)
China – (14.06.2000)	Japan – (19.12.1967)	Norway – (01.01.1980)
Colombia – (18.05.1971)	Jordan – (06.07.1958)	Oman – (13.12.2003)
Congo (Republic of the) – (18.04.1999)	Kenya – (03.05.1998)	
Côte d'Ivoire – (17.12.1985)		
Croatia – (18.10.1993)		
Cuba – (25.06.1971)		

Pakistan – (30.10.1963)	Seychelles – (05.10.2006)	Viet Nam – (07.08.1972)
Paraguay – (21.06.1973)	Slovakia – (24.11.2000)	Yemen – (18.06.2008)
Peru – (05.02.1962)	Slovenia – (29.03.1996)	Zambia – (12.09.2003)
Philippines – (15.12.1983)	South Africa – (17.01.2004)	Zimbabwe – (19.11.1993)
Poland – (10.05.1958)	Spain – (19.04.1958)	
Portugal – (14.09.1967)	Sri Lanka – (04.09.1958)	
Republic of Korea – (22.07.1968)	Sudan – (10.11.1960)	
Romania – (19.06.1960)	Swaziland – 25.10.2007)	
Rwanda – (17.12.2004)	Sweden – (01.09.1969)	
Saudi Arabia – (18.02.2000)	Switzerland – (25.03.1959)	
Senegal – (15.01.2006)	Syrian Arab Republic – (05.11.1959)	
Serbia – (17.06.1959)	Thailand – (08.02.1967)	
Following the adoption and promulgation of the Constitutional Charter of Serbia and Montenegro by the Assembly of the Federal Republic of Yugoslavia on 4 February 2003, as previously adopted by the National Assembly of the Republic of Serbia on 27 January 2003 and by the Assembly of the Republic of Montenegro on 29 January 2003, the name of the State of the Federal Republic of Yugoslavia has been changed to ‘Serbia and Montenegro’. Further to the Declaration of Independence adopted by the National Assembly of Montenegro on 3 June 2006, ICCROM has been informed that the membership of the State Union Serbia and Montenegro in ICCROM is continued by the Republic of Serbia on the basis of Article 60 of the Constitutional Charter of Serbia and Montenegro. The Federal Republic of Yugoslavia joined ICCROM on 17.06.1959.	The Former Yugoslav Republic of Macedonia – (12.10.1993)	
	Togo – (11.09.2005)	
	Trinidad and Tobago – (18.11.2007)	
	Tunisia – (21.05.1969)	
	Turkey – (07.01.1969)	
	United Arab Emirates – (22.01.2010)	
	United Kingdom of Great Britain and Northern Ireland – (04.01.1968)	
	United Republic of Tanzania – (21.04.2004)	
	United States of America – (20.01.1971)	
	Uruguay – (09.03.2002)	
	Venezuela – (29.11.1989)	

Permanent Observer

Sovereign Military Order of Malta – (20.01.2011)

ICCROM Council Members (1960-2011)

- Orlando V. ABINION – (2001-2005)
 Salvador ACEVES GARCIA – (1998-2001)
 G.A. ADEOSUN – (1992-1993)
 Om Prakash AGRAWAL – (1971-1978; 1984-1989)
 Yahaya AHMAD – (2007-2011)
 Driss AIT-SALAH – (1981-1985)
 Yousef Jamal ALAMI – (1979-1984)
 Mohammed AL-HAMDAN – (2003-2005)
 Antonio ALMAGRO GORBEA – (1975-1976; 1979-1989)
 Gabriel ALOMAR – (1969-1970)
 Corazon S. ALVINA – (2007-2011)
 Giuma Mohamed ANAG – (1990-1991)
 Chiraporn ARANYANARK – (2003-2007)
 Michelle ARIAS BERNARD – (1990-1991)
 M de las Nieves ARIAS INCOLLA – (2000-2003)
 Camille ASMAR – (1986-1989)
 K. BALKAN – (1973-1974)
 Agnes G BALLESTREM – (1977-1985)
 Helmut BANSA – (1986-1997)
 Rizvan BAYRAMOV – (2003-2007)
 Germain BAZIN – (1965-1970)
 Ségolène BERGEON LANGLE – (1992-1995)
 Mourad BETROUNI – (2003-2007)
 Ray BONDIN – (2005-2009)
 G. BONFIL BATALLA – (1973-1974)
 Abdelhamid BOUCHEMAL – (1988-1995)
 Ciro CARABALLO PERICHI – (1992-1993)
 Ana Esther CEPERO ACAN – (2000-2003)
 Maurice CHEHAB – (1967-1978)
 Nicolas Th. CHOLEVAS – (1994-1999; 2003-2005)
 Demos CHRISTOU – (1983-1991)
 Fernando CHUECA GOITIA – (1977-1978)
 Blaine CLIVER – (2001-2009)
 Charles COSTAIN – (2003-2007)
 Jean COURAL – (1979-1991)
 Karol DABROWSKI – (1977-1980)
 Abdelaziz DAOULATLI – (1977-1989; 1992-2001)
 Richard DAVIES – (1990-1991; 1994-1995)
 Y.O. DAWODU – (1975-1980)
 Marián DEL EGIDO – (2005-2013)
 Alberto DE TAGLE – (2005-2013)
 Salvador DIAZ-BERRIO – (1983-1985; 1988-1997)
 France DIJOU – (1996-2003)
 Joan DOMICELJ – (1996-1999)
 Vasil DRAGUT – (1973-1989)
 Abd Allah Abdel EL ATTAR – (1986-1989)
 Naïma EL KHATIB BOUJIBAR – (1988-1995)
 Erwin EMMERLING – (1998-2005)
 Bent ESHOJ – (1998-2005)
 Bertha M. ESTELA – (2001-2005)
 John FIDLER – (2001-2007)
 Abdmalek FIZAZI – (1986-1989)
 Totaram GAIROLA – (1963-1968)
 Alberto GARCIA GIL – (1973-1974)
 Charles GRUCHY – (1988-1995)
 Lloyd Chike GWAM – (1963-1964)
 Frédéric GYSIN – (1960-1964)
 Sophocles HADJISAVVAS – (1996-1999)
 Mounira HARBI-RIahi – (1988-1991)
 Jeanne INCH – (2007-2011)
 Nobuo ITO – (1983-1989)
 Tomokichi IWASAKI – (1969-1974)
 Ülkü IZMIRLIGIL – (1990-1993)
 Kulpanthada JANPOSRI – (1996-1997)
 Panu KAILA – (1990-1993)
 Donatius M.K. KAMAMBA – (2007-2013)
 Vassos KARAGEORGHIS – (1973-1980)
 Beatrix KASTALY – (2003-2007)
 Muhammad Ishtia KHAN – (1983-1984)
 Ahmad Nabi KHAN – (1990-1991)
 Slim KHOSROF – (2001-2009)
 Byong-Mo KIM – (2003-2007)
 Eugène KINDO BOUADI – (1988-1991)
 Raanan KISLEV – (2007-2011)

Manfred KOLLER – (1973-1974; 1977-1984)
 Elena KORCA – (2007-2011)
 Moussa KOUROUMA – (1994-1995)
 Magdalena KREBS KAULEN – (1996-2003; 2005-2013)
 Bunsaku KURATA – (1975-1982)
 Peter LASKO – (1977-1985; 1988-1989)
 Tae-Young LEE – (1979-1989)
 Jane LENNON – (2000-2003)
 Tommi LINDH – (2007-2011)
 Richard P. LINDO – (1996-1999)
 Johan LODEWIJKS – (1975-1989)
 Stanislaw LORENTZ – (1960-1970)
 José Maria LOSADA – (1992-2005)
 Germain LOUMPET – (1996-1997)
 Zhou LU – (2003-2011)
 Simonetta LUZ AFONSO – (1992-1997)
 Hisao MABUCHI – (1990-1993)
 Tariq MADHLOOM – (1981-1984)
 José María MAGAÑA JUAREZ – (1988-1989)
 Godfrey MAHACHI – (2000-2003)
 Bruno MALDONER – (2009-2013)
 K. MALINOVSKI – (1971-1974)
 Carl-Filip MANNERSTRÅLE – (1973-1974)
 Fernando MANZAMBI VUVU – (1998-2003)
 Tomislav MARASOVIC – (1984-1991)
 Nils MARSTEIN – (1994-2001)
 Liliane MASSCHELEIN-KLEINER – (1986-1991; 1996-2003)
 Leonardo MATTOS-CARDENAS – (1992-1995)
 Demetrios MICHAELIDES – (1992-1993)
 Carole MILNER – (1996-2001)
 Shadatoshi MIURA – (1994-2003)
 Cristian MOISESCU – (1996-1997)
 Gabriela MORODER-KRIST – (2001-2009)
 Alfonso MUÑOZ COSME – (1990-1991)
 Zbigniew MYCZKOWSKI – (2003-2007)
 Adil NAJI – (1975-1980)
 Madhavan Velayudhan NAIR – (1992-1995; 2005-2009)
 Wannipa NA SONGKHLA – (1977-1978)
 Franz NEUWIRTH – (1994-1999)
 Blanca NIÑO NORTON – (1998-2001; 2007-2011)
 Joe D. Kweku NKRUMAH – (1992-1993)
 Richard B. NUMOO – (1965-1966)
 Luis ORTIZ MACEDO – (1971-1972)
 Isabelle PALLOT-FROSSARD – (2003-2011)
 Sharon PARK – (2009-2013)
 Colin PEARSON – (1984-1995)
 Paul PERROT – (1973-1989)
 Olga PIZANO MALLARINO – (1994-1995; 1998-2001)
 Serafin D. QUIASON – (1994-1999)
 Isabel RAPOSO DE MAGALHÃES – (2009-2013)
 Norman REID – (1969-1976)
 Isabel RIGOL SAVIO – (1992-1995)
 Lilia RIVERO WEBER – (2009-2013)
 Nelly ROBLES GARCIA – (2003-2007)
 Darío A. RODRIGUEZ RAMIREZ – (1984-1989)
 Grellan ROURKE – (2005-2013)
 Britta RUDOLFF – (2009-2013)
 Awad SAADAWY – (1965-1966)
 Maurice SATMON – (1981-1982)
 Hugo SCHNEIDER – (1975-1976; 1981-1982)
 Ahmed SEFRIQUI – (1960-1964)
 Rakhaldas SENGUPTA – (1979-1980; 1983-1984)
 Myriam SERCK-DEWAIDE – (2005-2013)
 Isaiah M. SHUMBA – (2003-2007)
 Stefan SIMON – (2005-2013)
 Tej SINGH – (1996-2003)
 M. SOEIRO – (1967-1968)
 Luiz SOUZA – (2007-2011)
 Lazar SUMANOV – (1998-2001)
 Andrew SZPAKOWSKI – (1975-1976)
 Marcelle TAKLA – (2007-2011)
 Mansfield Kirby TALLEY jr – (1990-2001)
 Jean TARALON – (1971-1978)
 Johannes TAUBERT – (1967-1976)
 Augusto C. TELLES DA SILVA – (1984-1989)
 Burhan TEZCAN – (1975-1976)
 Agnes TIMAR-BALAZSY – (1994-2001)
 Gertrude TRIPP – (1960-1968)
 Stephan TSCHUDI-MADSEN – (1981-1982; 1984-1989)
 Chaudhry ULLAH REHMAT – (1973-1974)
 Arthur VAN SCHENDEL – (1960-1974)
 Lambertus VAN ZELST – (1988-1999)
 Abdolrasool VATANDOUST – (2005-2013)
 Blanche WEICHERDING-GOERGEN – (1981-1984; 1986-1989)
 Gamini S. WIJESURIYA – (1990-1991)
 Satoshi YAMATO – (2003-2011)
 A. Hortense ZAGBAYOU BEKOUAN – (2001-2005)
 Sergio ZALDIVAR GUERRA – (1975-1980)
 Fawzi I. ZAYADINE – (1992-1993)

The Founding Statutes of 1956*

* The following text has been taken *verbatim* from the original document

STATUTES OF THE INTERNATIONAL CENTRE FOR THE STUDY OF THE PRESERVATION AND RESTORATION OF CULTURAL PROPERTY (UNESCO in New Delhi, 1956)

UNESCO Records of the General Conference, Ninth Session, New Delhi 1956, RESOLUTIONS, pp. 48-50

Art. 1. Functions

The 'International Centre for the Study of the Preservation and Restoration of Cultural Property', hereinafter called 'the Centre', shall exercise the following functions:

- a) Collect, study and circulate documentation concerning the scientific and technical problems of the preservation and restoration of cultural property;
- b) Co-ordinate, stimulate or institute research in this domain, by means, in particular, of commissions to bodies or experts, international meetings, publications and exchanges of specialists;
- c) Give advice and make recommendations on general or specific points connected with the preservation and restoration of cultural property;
- d) Assist in training research workers and technicians and in raising the standard of restoration work.

Art. 2. Membership

The membership of the Centre shall consist of those Member States of UNESCO which send a formal declaration of accession to the Director-General of the Organization.

Art. 3. Associate Members

The following shall be eligible for Associate Membership of the Centre:

- a) Public institutions of States which are not Members of UNESCO;
- b) Private, scientific or cultural institutions.

Admission to Associate Membership shall be by decision of the Council, taken by a two-thirds majority.

Art. 4. Organs

The Centre shall comprise: a General Assembly, a Council, a Secretariat.

Art. 5. The General Assembly

The General Assembly shall consist of the delegates of the States belonging to the Centre, each of which shall be represented by one delegate.

These delegates should be selected from amongst the best-qualified technical experts concerned with the preservation of cultural property and should, preferably, be senior members of the government department responsible for the protection of cultural property in the Member State concerned.

The United Nations Educational, Scientific and Cultural Organization and Associate Members may be represented at sessions of the General Assembly by observers, who shall be entitled to submit proposals, but not to vote.

The General Assembly shall meet in ordinary session every two years. It may also be convened in extraordinary session by the Council. Unless the General Assembly or the Council decides otherwise, the General Assembly shall meet in Rome.

The General Assembly shall elect its President at the beginning of each regular session. It shall adopt its own rules of procedure.

Art. 6. The General Assembly: Functions

The functions of the General Assembly shall be to:

- a) Decide on the policy of the Centre;
- b) Elect the members of the Council;
- c) Appoint the Director, on the proposal of the Council;
- d) Study and approve the reports and the activities of the Council;
- e) Supervise the financial operations of the Centre, examine and approve its budget;
- f) Fix the contributions of Members, on the basis of the scale of contributions for the Member States of UNESCO;
- g) Fix the contributions of Associate Members, on the basis of the resources of each individual member.

Art. 7. The Council

Subject to the provisions of Article 12, paragraph 3, the Council shall consist of nine members, of which five shall be elected by the General Assembly; the four remaining members shall be: a representative of the Director-General of UNESCO; a representative of the Italian Government; the Director of the Laboratoire Central des Musées, Belgium; the Director of the Istituto Centrale del Restauro, Rome.

A representative of the International Council of Museums, a representative of the International Committee on Monuments, and a representative of any other international institution named by the Council shall attend the meetings of the Council in an advisory capacity. Except that they shall not be entitled to vote, they shall take part in the work and discussions of the Council on the same footing as the members proper.

The members elected by the General Assembly shall be chosen from amongst the best-qualified experts concerned with the preservation of cultural property and kindred scientific subjects.

The members elected by the General Assembly must all be of different nationalities. They shall be elected for a term of two years, and shall be immediately eligible for re-election.

The Council shall meet at least once a year.

The Council shall adopt its own rules of procedure.

Art. 8. The Council: Functions

The functions of the Council shall be to:

- a) Carry out the decisions and directives of the General Assembly;
- b) Exercise such other functions as may be assigned to it by the Assembly;
- c) Establish the draft budget, on the proposal of the Director, and submit it to the Assembly;
- d) Examine and approve the work plan submitted by the Director.

Art. 9. Correspondents

The Council may, in accordance with its rules of procedure, appoint corresponding experts, who may be consulted on all questions within their special competence.

Art. 10. Secretariat

The Secretariat shall consist of the Director and such staff as the Centre may require.

The Director shall be appointed by the General Assembly, on the proposal of the Council. Appointments to any vacancies occurring in the intervals between sessions of the Assembly shall be made by the Council, subject to confirmation by the General Assembly, which shall also fix the term of office.

Assistants to the Director shall be appointed, on the proposal of the Director, by the Council.

Appointments to any vacancies occurring in the intervals between sessions of the Council shall be made by the Director, subject to confirmation by the Council, which shall also fix the term of office.

The Director and his assistants must be specialists in different branches of study; they may not be of the same nationality.

The other members of the Secretariat shall be appointed by the Director.

In the discharge of their duties, the Director and the staff shall not seek or receive instructions from any Government or from any authority external to the Centre.

Art. 11. Legal status

The Centre shall enjoy, on the territory of every member thereof, the legal capacity necessary for the attainment of its aims and the exercise of its functions.

The Centre may receive gifts or legacies.

Art. 12. Transitional provisions

For the first two years, the annual contributions of members shall be 1 per cent of their contribution to UNESCO for the year 1957.

For each of the first four years, UNESCO's contribution shall be not less than \$12,000.

Until the first meeting of the General Assembly, which shall take place, at latest, within eighteen months of the entry into force of the present Statutes, the functions vested in the General Assembly and the Council shall be exercised by an Interim Council composed of: a representative of the Director-General of UNESCO, a representative of the Italian Government, the Director of the Laboratoire Central des Musées, Belgium, the Director of the Istituto Centrale del Restauro, Rome, and a fifth member appointed by the Director-General of UNESCO. The Interim Council shall convene the first General Assembly.

Art. 13. Revision

Amendments to the present Statutes shall be adopted by the General Assembly; by unanimous vote of the members present and voting.

Proposals for amendments shall be communicated to all Members and to UNESCO six months prior to the session of the General Assembly on whose agenda they are to be placed. Proposed amendments to such amendments shall be communicated three months prior to the session of the General Assembly.

Art. 14. Withdrawal of Member States

Any Member may give notice of withdrawal from the Centre at any time after the expiry of a period of two years from the date of its accession. Such notice shall take effect one year after the date on which it was communicated to the Director-General of UNESCO, provided that the Member concerned has, on that date, paid its contributions for all the years during which it belonged to the Centre, including the financial year following the date of the notice of withdrawal. The Director-General of UNESCO shall communicate the said notice to all the Members of the Centre, and to the Director.

Art. 15. Entry into force

These Statutes shall enter into force when five States have become members of the Centre.

“The Rome Centre” - Ten Years After, by H. Daifuku (1969)*

(Published in: *The first decade 1959-1969*, International Centre for the Study of the Preservation and Restoration of Cultural Property, Rome [1969], pp. 11-18)

* The following text has been taken *verbatim* from the original document

“The Rome Centre” - ten years after

By Hiroshi Daifuku, Head of Section for the Development of the Cultural Heritage, U.N.E.S.C.O., Paris

On April 27, 1957, the Government of the Italian Republic and the Director-General of UNESCO signed an Agreement by which an International Centre for the Study of the Preservation and the Restoration of Cultural Property would be established in Rome. The Statutes came into force in 1958, after five States had adhered, and the Centre was established in 1959 with H. J. Plenderleith as its Director. It is useful to review the background of the Centre, its achievements and its future prospects, ten years later.

1) - The Background

The early history of UNESCO must needs be summarized, with respect to its programme for the conservation of cultural property, to understand the reasons for decisions taken to establish the Centre. In the latter half of 1942 a meeting of the Allied Ministers of Education or their Representatives was held to discuss educational matters of common interest to the United Nations. On November 1, 1945, a Conference was called in London - to which 45 countries sent delegates - to prepare for the establishment of a United National Organization for education and cultural cooperation. Understandably, at this period, the primary emphasis given was to “further the attainment of international security and peace and to advance the welfare of the peoples of the world” (Preface to the Draft Proposal). One of the principal functions of the proposed organization was to “Facilitate consultation among leaders in the educational and cultural life of all peace-loving countries.” (Para. 1, of Article II of the Draft Proposals).

During the first years of its existence, a large part of UNESCO’s programme was concentrated on the

need to establish cooperation in the fields of education, science, culture and mass communications. Contacts, disrupted by the war, had to be re-established. Hence meetings, conferences and publications played an important role in the early programme of UNESCO. Many nations were also concerned with the problem of repairing damage to monuments caused by the war. One of the early publications of UNESCO, *Sites and Monuments* (vol. 1, *Museums and Monuments Series*, 1950), was a report of a committee of experts (October 17-21, 1949) which met to review the condition of sites and monuments throughout the world. The problems and the challenge to preserve the architectural heritage of different Member States were reviewed and analyzed.

A common problem was the lack of an adequate budget, and one idea was the possibility of obtaining, through international means, financial contributions for the preservation of sites and monuments. Thus, the General Conference of UNESCO, at its 5th Session (Florence, Italy, 1950) adopted a resolution to study the possibility of adopting an international convention instituting a special tax on tourism, the proceeds of which would be used to finance an international fund for monuments. However, the use of a tax on tourists ran counter to prevailing tendencies to liberalize travel formalities and in many cases, special taxes (such as airport fees) were considered to be an important source of income for travel facilities which governments were reluctant to increase for other purposes.

When it appeared that it was not feasible, at that time to establish an international fund for monuments, the Swiss Government introduced a resolution at the 6th Session of the General Conference which suggested that UNESCO should establish an international centre to encourage the study and the diffusion of technical methods of

conservation and restoration instead of attempting to raise funds. This resolution was adopted by the General Conference. In deciding upon the role of the Centre, experts from various parts of the world and specialized institutions were consulted. Georges Henri Rivière (then Director of ICOM) was appointed chairman of a sub-committee of the International Committee for Monuments of UNESCO for the creation of the Centre. The members of this Committee, when discussing the proposed functions of the Centre (September 25, 1953), considered that such a body could, for example:

- a) treat major problems involved in conservation, such as lighting;
- b) call upon a wide range of specialists from different countries;
- c) provide information to countries which lack laboratories;
- d) treat problems concerned with the preservation of monuments;
- e) coordinate research and having a stronger moral authority eventually prevent badly trained conservators from undertaking restoration of important works of art.

2) - Functions:

The Sub-Committee then suggested that the Centre should have four primary functions which, except for minor modifications in wording, are found in Article I of its current Statutes:

“The ‘International Centre for the Study of the Preservation and Restoration of Cultural Property’, hereinafter called ‘The Centre’, shall exercise the following functions:

- a) collect, study and circulate documentation concerned with the scientific and technical problems of the preservation and restoration of cultural property;
- b) coordinate, stimulate or institute research in this domain, by means, in particular, of commissions to bodies or experts, international meetings, publications, and exchanges of specialists;
- d) give advice and recommendations on general or specific points connected with the preservation and restoration of cultural property;
- e) assist in training research workers and technicians and raising the standard of restoration work.”

3) - Social and Political Changes and their Effect on the Programme

UNESCO has now 125 Member States. It is useful to note that of this total forty-two States became Members during the decade of 1958-1968. Most of

these were newly independent with all the attendant problems such as lack of trained personnel, need for diversifying their economies and need to establish within the shortest possible period social, political and economic goals based upon industrialization and the expectations raised with independence. Programmes to ensure “consultations” by re-establishing contacts disrupted by war were gradually changed to the diffusion of information and techniques to meet the needs of developing countries.

The first mission of experts sent by UNESCO to advise on problems concerned with the preservation and restoration of cultural property took place in 1959, when, at the request of the Peruvian Government, a team was sent to advise on the reconstruction of the ancient Inca and colonial capital of Cuzco which had been severely damaged by an earthquake. In 1953-54 a budget of \$ 12.000 existed for missions of experts. In 1969-70 a budget of \$ 317.000 exists for the preservation of the cultural heritage and the development of museums under the Programme of Participation and over \$ 200.000 (for the moment) for the preservation and development of sites and monuments under the UN Technical Assistance and Special Fund projects, with every prospect of further increases in the immediate future.

4) - Financial Problems of the Centre

During its first years the Centre was fully occupied with organizational problems - staffing, creating a documentation centre, working with existing institutions and organizations to stimulate or to help coordinate research, etc. The cooperation of the International Museums Laboratory Committee of ICOM, IIC, local institutions such as the Istituto Centrale del Restauro, were invaluable. During its first four years UNESCO contributed the equivalent of \$ 12.000 a year towards its expenses, and \$ 10.000 a year for the 4 succeeding years. The small number of its Member States (5 to begin with), contributed the equivalent of 1 % of their contributions to UNESCO for the year 1957. As the time came for the end of UNESCO’s subventions, efforts were made to increase the number of its members. In the face of growing demands for its services and a small budget, the Centre did not have a financial crisis, but rather a continuing crisis to which the Director and his staff responded nobly. Frederic Gysin, who was for many years president of the Council, worked indefatigably on the problem of members and the drive was also, of course aided by UNESCO.

Many sessions of the Council were devoted to the problem of finances. It was only after considerable discussion that the Council decided to submit,

to the Member States of the Centre, a modification of the basis of their contributions. Instead of having a fixed amount based upon UNESCO's 1957 budget, it was decided that Member States should have their annual contribution based upon 1 % of their contributions paid to UNESCO during a given year. Thus the Centre would benefit by increases made to UNESCO's budget by its Member States. This proposition was submitted to the General Assembly of the Centre in 1963 (in accordance with Article 6, para (f) of its Statutes). The Delegates decided to have this question referred to their respective Governments and, happily, the majority of the States voted in favour of this change.

The decision took place in time to make up for the end of UNESCO's subvention and enabled the Centre to operate on a basis promising continual growth. It should be added that it was after this decision that many "donor" countries such as France, the Federal Republic of Germany, the United Kingdom and Japan became members. Prospects are also good as to the possibility of the United States of America and the Union of Socialist Soviet Republics joining soon. Rapid growth resulted, and the Council, under the Chairmanship of Professor Stanislaw Lorentz, was involved in problems resulting from expansion.

The staff of the Centre continued to contribute to the interchange of information and stimulation of research throughout this period. Its library improved with the aid of a grant from the Gulbenkian Foundation and its staff undertook missions to a number of countries to advise on the conservation of cultural property. It also advised UNESCO on the establishment of regional training centres, such as projects to train restorers and laboratory technicians in Mexico City and New Delhi.

5) - Training

As in the case of UNESCO, the Centre has responded to the changing political and social conditions. The lack of personnel and shortage of training facilities — even among the so-called "developed" countries — were among the most important factors leading the Centre to cooperate in developing training programmes. A striking example is the need for architect/ restorers. The individual who decides to make a career in this field first has to have a degree in architecture, and secondly acquire a wide range of differing techniques and experience in order to become qualified. The number of positions is limited and hence, in schools of architecture, enrolment tends to be small, but a large teaching staff is required.

In some countries this has resulted (as in the case of France and Japan) in a situation in which the

government services responsible for the conservation of sites and monuments give courses sporadically followed by an examination and the award of a certificate for successful candidates. In other instances schools of architecture have attempted to give such courses but the problems involved (small enrolment, large staff) have proved difficult to solve. In 1965, therefore, a solution was worked out between the School of Architecture of the University of Rome, and the Centre to internationalize the course which the University had previously given, thus ensuring large enrolment and making it possible to have many lecturers come from several different countries to cover their specialities. Today, only four years later, the number of applicants coming from all parts of the world who receive scholarships from foundations, the JDR 3rd Fund in New York City, UNESCO and the bilateral programme of the Italian Government exceed the openings available. The course is planned for a two year period, the first year taking up general principles, demonstrations, etc., suitable for administrators, art historians, as well as architects. The second year is for the candidate working for a degree as architect/restorer who presents a project for examination as a thesis.

Similarly, in cooperation with the Istituto Centrale and other Italian institutions, a course is now given for the preservation of mural paintings. "Work-shop" seminars for advanced technicians have been organized for the preservation of paper and other problems so that the latest methods and materials can be widely diffused.

Conservation today, whether it involves a painting, sculpture or a building, depends upon accurate analysis of the factors contributing to deterioration and the use of the best possible methods and materials which would ensure long term preservation. Thus the laboratory, utilizing specialized techniques in physics and chemistry, has become increasingly important. Many major laboratories do have training programmes coupled with research. For the most part they are geared to take advanced students, either for refresher courses or those working for masters and doctor's degrees. With difficulty, some have also been taking care of beginners (this problem has been alleviated by the setting up of regional centres) and intermediate level trainees, to meet the needs of countries in which qualified personnel does not exist.

The Council of the Centre discussed this problem in many of its sessions. Finally, in 1965, it decided to introduce the problem to the General Assembly and to suggest that the Centre take over the role of training intermediate level trainees and the training of "monitors" (supervisory level

technicians). The discussions were chaired by the President of the Assembly, the late Paul Coremans, the founder and the Director for many years of the Institut Royal du Patrimoine Artistique in Brussels. The General Assembly approved the project and invited the Government of Italy to consider the future requirements of the Centre in view of its projected expansion in training programmes. Since then, two possible sites have been considered by the Government, of which the latest is the Renaissance monument of San Michele, located on the bank of the Tiber river. The Istituto Centrale del Restauro and other Italian institutions will have part of the premises, and the Centre will have the equivalent of 4.000 m² of floor space. This will enable the Centre to have an auditorium, lecture and seminar rooms, teaching laboratories, work-shops (ateliers), documentation centre and library, offices, etc., to meet its new responsibilities. UNESCO has been cooperating through the purchase of equipment and by grants for experts as lecturers.

6) - The New Premises - Future Prospects of the Centre

The Government of Italy has been very generous in furnishing the present quarters of the Centre at via Cavour. The growth of its activities and responsibilities has necessitated renting nearby apartments and converting them into a small laboratory, and to using facilities for the architect/restorers course at the Istituto di Patologia del Libro etc. The library is growing, space is needed for the accumulation of samples of building material, stones, wood and other materials used for cultural property. The requirements for new training facilities all underline the necessity for new headquarters. Much, therefore, depends upon the speed with which San Michele can be converted. With 4.000 square meters of floor space the Centre will be able to expand its programme and its influence so that it will more than live up to the goals for which it was originally established.

During the past two years, under contract to UNESCO, it has cooperated with the Italian authorities, UNESCO, private and governmental institutions in the Campaign for Florence and Venice. It has had a most important role to play. Conceivably, in the near future, new sources of revenue will enable the Centre to carry out the responsibilities for conservation and preservation on a much more independent scale than in the past.

The Centre has passed through its most difficult period, undoubtedly it will have “growing pains” in the next few years as adjustments will be necessary. Its future is bright.

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The list in the order of publication year has been compiled by Gianna Paganelli (ICCROM). It contains different editions of books but not books produced by external publishers or publications by staff members that appeared elsewhere.

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- Massari, Giovanni; *L'umidità nei monumenti*. Rome: Faculty of Architecture, University of Rome; International Centre for the Study of the Preservation and the Restoration of Cultural Property, 1969; 57 p.
- Gazzola, Piero; *The past in the future*. Rome: International Centre for the Study of the Preservation and Restoration of Cultural Property, 1969; 174 p.
- Foramitti, Hans; *La Photogrammétrie au service des conservateurs*. Rome: Faculté d'Architecture de l'Université de Rome; Centre international d'études pour la conservation et restauration des biens culturels, 1970; 48 pp.
- Schultze, Edgar; *Techniques de conservation et de restauration des monuments (terrains et fondations)*. Rome: Faculté d'Architecture- Université de Rome; Centre international d'études pour la conservation et la restauration des biens culturels, 1970; 60 pp.
- Massari, Giovanni; *Humidity in monuments*. Rome: Faculty of Architecture, University of Rome; International Centre for the Study of the Preservation and the Restoration of Cultural Property, 1971; 47 pp.
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- Marasovic, Tomislav; *Methodological proceedings for the protection and revitalization of historic sites: Experiences of Split*, International Centre for the Study of the Preservation and the Restoration of Cultural Property , Rome: International Centre for the Study of the Preservation and the Restoration of Cultural Property, 1975 ; 40 pp.
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- International Card Index on Training in Conservation of Cultural Property - Documentation / Fichier international de la formation des spécialistes de la conservation des biens culturels - Documentation / First Edition*.
- Massari, Giovanni; *Humidity in Monuments*. Reprinted. Rome: Faculty of Architecture. University of Rome; International Centre for the Study of the Preservation and the Restoration of Cultural Property 1977; 47 pp.

- Stambolov, Todor; Van Asperen De Boer, J.R.J.; *The deterioration and conservation of porous building materials in monuments*. 2nd enlarged ed. / International centre for conservation. Rome., 1976 ; 88 pp.
- Catalogues of technical exhibitions: catalogues d'expositions techniques; N°2: Theft - Vol – Furto*; 59 pp.
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- Mosaïque n. 1. Deterioration et conservation. Actes du premier symposium international sur la conservation des mosaïques, Rome, 2 - 5 novembre 1977*, Rome: ICCROM, 1978 ; 99 pp.
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- Mosaïque n. 2: sauvegarde, Carthage 1978, Périgueux 1980 / ICCROM. Rome, Italy , Rome: ICCROM, 1980 ; 60 p. : ill. ; 29,5 cm.
- Torraca, Giorgio; *Porous building materials: materials science for architectural conservation*. 1st ed. / ICCROM, Rome 1981 ; Iii + 141, ill., 24 cm.
- Torraca, Giorgio; *Solubilidad y disolventes en los problemas de conservación*. 1era ed. Rome. ICCROM, 1981 ; 3 + 59 p. : fig., 23,5 cm (Publication n. 19).
- Mortars, cements and grouts used in the conservation of historic buildings*. Symposium, Rome, 3-6 Nov. 1981. *Mortiers, ciments et coulis utilises dans la conservation des batiments historiques*. Symposium, Rome 3-6 Nov. 1981 / Rome: ICCROM, 1982 ; VI, 414 p. : ill. fig. ; 24 cm. Symposium on mortars, cements and grouts used in the conservation of historic buildings, Rome, 1981.
- De Angelis D'Ossat, Guglielmo; *Guide to the methodical study of monuments and causes of their deterioration. Guida allo studio metodico dei monumenti e delle loro cause di deterioramento*. 2nd ed partially revised. Rome: Faculty of architecture. Intern. Centre for conservation, 1982 ; 46, 23, 5 cm.
- De Angelis D'Ossat, Guglielmo; *Estudio de los monumentos desde el punto de vista histórico, artístico y técnico / Bogotá: ICCROM-ICOMOS- Colombia*, 1982 ; 26 p.
- Torraca, Giorgio; *Porous building materials - materials science for architectural conservation*. 2nd ed. / International Centre for the Study of the Preservation and the Restoration of Cultural Property. Rome: ICCROM, 1982 ; Ix + 145, fig., 24 cm.
- Rockwell, Cynthia (comp); Guichen, Gaël de; Richardson, Victoria ; *Repertoire international des institutions donnant une formation pour la conservation des biens culturels. International index on training in conservation of cultural property / 2nd ed*. ICCROM. Rome, 1982 ; Xv + 141, 24 cm.
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