

# ICCROM

## NEWSLETTER

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35



50  
YEARS - ANS

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**On the cover:** Harold J. Plenderleith arriving to work at the Rome Centre on via Cavour.

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## From Rome Centre to ICCROM

### *Milestones on the Path of the International Centre*

Dr Mounir Bouchenaki, Director-General, and Dr Jukka Jokilehto, Special Advisor

#### Establishment of the Organization by UNESCO

The decision to create the International Centre for the Study of the Preservation and Restoration of Cultural Property was adopted by the Ninth General Conference of UNESCO in New Delhi, in November 1956, in a period that was marked by the process of recovery from the ravages of the Second World War. Two years earlier, the General Conference had adopted the *Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict*, the first UNESCO convention concerning the safeguarding of cultural property. The decision to create the Centre corresponded to the requirement of UNESCO to increase awareness and scientific knowledge about the conservation of heritage, and to share such experience with conservationists (UNESCO, General Conference: Resolutions, 1956):

*(4.53) 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. 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. ...*

The first States to become Members of the new International Centre were: **1957:** Austria; **1958:** Dominican Republic, Israel, Jordan, Lebanon, Morocco, Poland, Spain, Ceylon; **1959:** Belgium, Bulgaria, Egypt, Libya, Switzerland, Syria, Yugoslavia; **1960:** Italy, Romania, and Sudan. [Country names at time of adhesion.]



#### Building the Foundations of the Organization (Rome Centre)

In 1958, UNESCO signed an agreement with the Italian Government for locating the Centre in Rome, thus the initial shorter name: "Rome Centre". A close collaboration was established with specialized Italian conservation institutions, especially the Central Institute of Restoration (ICR now called ISCR), but also with others, such as the Royal Institute for Restoration of Works of Art (IRPA) in Brussels, in order to have a broad international basis. The

A watercolour depicting the Centre an infant being guided by an older and wearier fatherly figure, UNESCO. By A. Flores, Guatemala, former Architectural Conservation Course (ARC) participant, 1971.

Well the Rome Centre is an activity, of course, which is very close to my heart. I left the British Museum Research Laboratory on an invitation to found an International Study Centre for Conservation in Rome, and I did that because I felt that there were so many problems throughout the world which one had more opportunity of tackling from the sheer ignorance of the conditions under which these monuments were kept...And so in Rome we are in contact with all the countries in the world. We are supported by some 24 of them. We would be willing to help any country at all, whether it supports us or not, but of course we wouldn't be able to exist very long unless we are in some way able to collect enough money to live on.

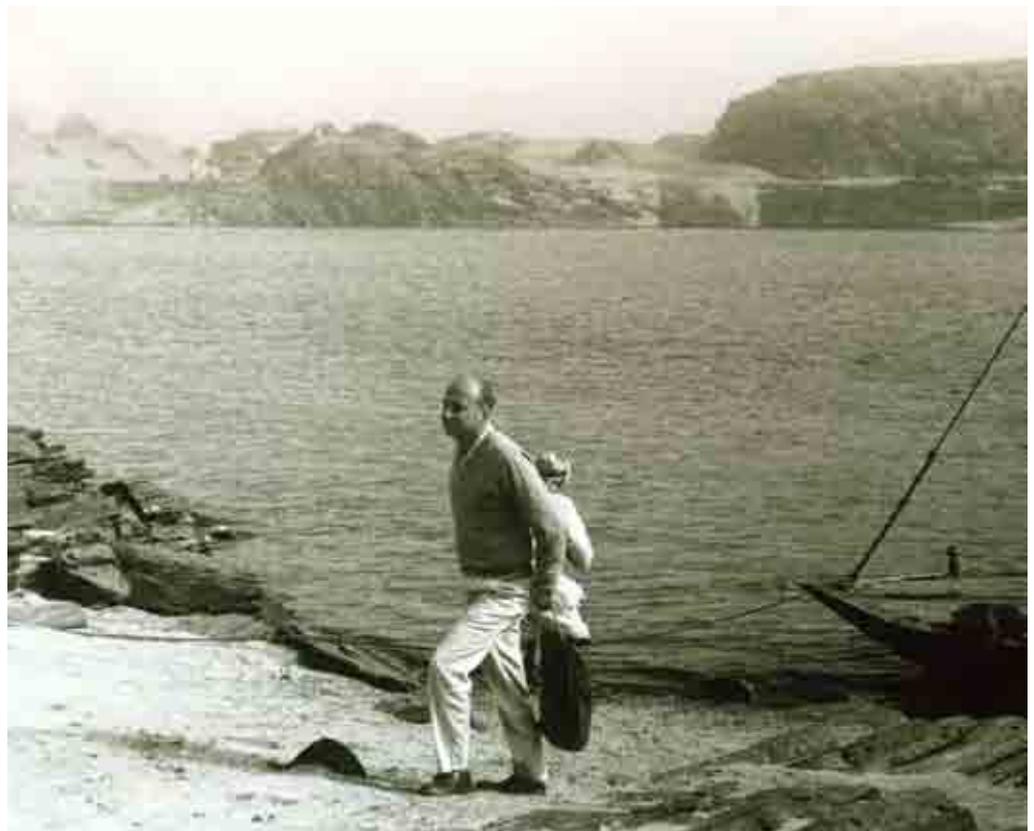
*Harold J. Plenderleith in an interview with UNESCO radio, 1961.*

Provisional Council (1958-60) nominated by UNESCO consisted of four ex-officio members: ICR (Cesare Brandi, Director), IRPA (Paul Coremans, Director), Italy (Piero Gazzola) and UNESCO (Jan K. van der Haagen). The President was Frédéric Gysin, Director of the Swiss National Museum in Zurich. Observers included: Prof. Guglielmo De Angelis d'Ossat, Director-General of Cultural Property of Italy, and Georges Henri Rivière, Director of ICOM.

The Provisional Council appointed the first director: **Harold James Plenderleith**, renowned British scientist and Keeper of the British Museum conservation laboratory, whose book: *The Conservation of Antiquities and Works of Art* (1956), has become a classic. Paul Philippot, a Belgian art historian specialized in Flemish painting and restoration theory with a background in jurisprudence, was appointed Deputy Director. The first General Assembly of the organization took place in 1960, electing the regular Council Members, in addition to the ex-officio members already appointed by UNESCO. The Italian Government agreed to provide the Centre's initial administrative personnel.

The first task was to establish a structure and programme for the organization, in response to the statutes and the emerging requests. The number of Member States grew steadily, and was 53 by the end of 1971. The second task was to identify and build up a network of experts and specialized conservation institutes. The Director undertook a series of missions to get acquainted with the problems and potential resources around the world. One of the early projects resulting from these missions was associated with UNESCO's campaign to safeguard the ancient monuments in the Nile Valley.

Regarding the role of Plenderleith, Philippot has described this in an interview: *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 scrolls. 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*



G. Torracca in Semna, Sudan, 1962.

good probability that the country, as a sign of gratitude, would also become a Member of the Centre.

From the start, training was seen as an important tool. First this was organized in the form of internships at ICR and IRPA, and soon contacts were also established with the University of Rome, where De Angelis d'Ossat was initiating specialized courses for architects. From 1965 the coordination and international outreach of these courses was taken over by the Centre. In 1968, another specialized course was started jointly with ICR on the conservation of mural paintings. In the meantime, Giorgio Torraca was employed as a scientist, and he started setting up a small didactic laboratory especially to support training programmes. An important achievement was the Library and documentation centre based on a grant by the Gulbenkian Foundation.

In 1964, the Rome Centre played a key role in the *Second International Congress of Architects and Technicians of Historic Monuments*, organized in Venice under UNESCO, and chaired by De Angelis d'Ossat. The drafting group for the Venice Charter was headed by Piero Gazzola with Raymond Lemaire as Rapporteur; it had 23 members, including Plenderleith, Philippot, and Hiroshi Daifuku, the Centre's contact at UNESCO. In 1966, the Rome Centre was invited to coordinate the recovery measures for works of art in the case of floods of Florence and Venice. In September 1972, the Centre collaborated for the organization of the important Williamsburg Conference, marking the beginning of close collaboration with the USA, who had joined the Centre the year before. Financially, this also helped to strengthen the budget, which had been running on very modest figures. Initially, the Centre's budget was established on the basis of 1% of the contribution of Member States to UNESCO.

#### Development of Training and Research (International Centre for Conservation)

Paul Philippot was elected Director of the Rome Centre in May 1971. One of his first decisions was to change the short name to: "International Centre for Conservation", as "Rome Centre" was often misunderstood. His directorship initiated the second major phase in the organization's history. The Centre was provided with new premises

by the Italian Government in the former hospice of San Michele, which allowed for better arrangement of offices and training facilities, as well as a larger space for the Library.

Internationally, the 1970s was a crucial period for the further development of conservation policies and strategies. In 1972, UNESCO adopted the *World Heritage Convention*, recognizing the International Centre as one of its Advisory Bodies. The Centre attended a number of events during the *European Architectural Heritage Year*, 1975, which resulted in a series of policy documents by the Council of Europe, and it participated in the preparation of the *Recommendation concerning the Safeguarding and Contemporary Role of Historic Areas*, adopted by UNESCO in 1976. The Centre also initiated a series of regional activities in Latin America, Arab States, and Asia, including pilot projects in the conservation of mural paintings jointly with ICR, in Romania (1970), Turkey, Lebanon, and Japan (1973).

In the Centre's programmes, training was the most important theme in this period, leading to the development and refinement of the "classic" international training programmes organized at its premises in Rome: Architectural Conservation (ARC) from 1965, Conservation of Mural Paintings (MPC) from 1968, Fundamental Principles of Conservation (later: Scientific Principles of Conservation - SPC) from 1973, and Security, Environment and Lighting in Museums (later Preventive Conservation in Museums - SEC) from 1975. In 1976, sponsored by UNESCO, the Centre organized the first specialized course on Stone Conservation, in Venice. All of these initiatives were recognized as major international references in conservation training, and they also served as models for courses at a national level.

At its new premises in San Michele, it was possible to develop a proper didactic laboratory in collaboration with ICR and other institutions. This gave an opportunity for the preparation of a series of didactic kits in conservation, contributing to a Technical Cooperation Programme worldwide. In 1973, the Centre started publishing a yearly Newsletter, where Philippot wrote on the "typology of curricula for training of specialists

For a long time, I already had the idea that there was a need to have close collaboration between a laboratory scientist, an art historian and a restorer. The condition was that each of them should know a little more about the discipline than the others. The basis for the training of restorers should therefore be interdisciplinarity. On this basis, I thought, in addition to missions, it would be important to focus on teaching. Accordingly, I thought it was necessary to establish a structure for a programme and to develop the relevant concepts.

Paul Philippot in an interview, 2001.

The strengths of ICCROM are hidden strengths. Its strength was the hundred or so world-class lecturers, who came to ICCROM because it was a centre of excellence, and they gave their services for a very nominal fee... the students in the long-term [were] absolutely vital, because they would go back to their countries and in due course reach high positions.

Bernard Feilden in an interview, 2003.

in conservation" (1974), reflecting the methodical approach to conservation training, the "trademark" of the Centre. Indeed, most of the Centre's publications were aimed to support training, including a series of basic but professionally highly qualified textbooks, as well as the classic *Conservation of Mural Paintings* by Laura and Paolo Mora and Paul Philippot (1977), based on joint research with the ICOM Conservation Committee.

### Coming of Age (ICCROM)

By the 1980s, starting from its initial foundations, the International Centre was consolidated and developed into a mature international network, continuing the close collaboration with UNESCO. The series of international campaigns that UNESCO had started in the 1960s was now reinforced by the implementation of the World Heritage Convention. At the same time, ICOMOS and ICOM were active in promoting conservation policies worldwide. The 1980s saw the further development of scientific methodologies and training programmes, first in Europe and North America, then increasingly around the world.

When the British architect, **Sir Bernard Melchior Feilden** was elected Director of the International Centre in 1977, he gave the organization not only its new name "ICCROM" but he also consolidated its organizational structure and introduced health insurance and retirement benefits as part of the UN Family. He stressed interdisciplinary collaboration, taking architects to the laboratory and scientists to the field, and he worked on the relationship of theory and practice. Increasing attention was given to research, e.g. mosaics, climate control, *Corpus Vitrearum*, industrial archaeology, adobe and stone, as well as the theory and history of architectural conservation. A particular problem area was related to earthquakes; ICCROM assisted in safeguarding measures in the capital of Guatemala and Friuli, Italy, in 1976, as well as in Montenegro in 1979. An agreement with IIC and the Butterworth publishing company, United Kingdom, allowed the initiation of a series of fundamental publications on Conservation in Art, Architecture and Archaeology, which included Feilden's: *Conservation of Historic Buildings* (1982), a major reference book on built heritage.

ICCROM has 50 years of experience and accumulated knowledge from which many lessons can be drawn. This knowledge, when properly used, can create miracles. It should therefore be used towards protecting valuable objects and treasures. Science and technology should be applied in the service of culture in a world that is all too quickly losing its heritage and where this seems to be a virtue. In other words, one should always remember that the conservation of cultural property is a very sensitive issue and not a fast service. I keep repeating that and will live it always.

Cevat Erder in a speech commemorating the 50th Anniversary of the creation of ICCROM, 2006.



B.M. Feilden, H.J. Plenderleith, C. Erder and P. Philippot at the 1983 General Assembly.

**Cevat Erder**, a Turkish archaeologist and director of conservation training in Ankara, was elected Director in 1981. During his tenure, new attention was paid to the development of regional programmes. Preventive Conservation for Museums in Africa (PREMA), launched with UNESCO's support, was an outcome of work initiated in 1981 for the conservation of movable heritage in sub-Saharan Africa, and it included training, research and technical cooperation. The same model was followed in the PREMO programme for Oceania. In 1982, a new and more systematic Technical Assistance Programme was established based on making available a variety of instruments, books, and other materials for conservation institutions around the world. Training in the conservation of paper and archival materials was launched in 1985, and a new programme was being developed on earthen architectural heritage. The establishment of the Conservation Information Network (CIN), in 1986, resulted from a joint effort with Getty Conservation Institute (GCI) and other partners, marking a revolution in the Library. ICCROM's Library data bank



(initiated in 1977) became a fundamental component of this network. Collaboration was strengthened with the UNESCO World Heritage Committee, and World Heritage-related activities became increasingly visible in ICCROM's programmes in the 1980s.

In 1988, the Polish architect and art historian **Andrzej Tomaszewski** was elected Director of ICCROM. The year 1989 marked the 30th anniversary of ICCROM's activities, and by that time the number of Member States had grown to 82. Already president of the ICOMOS International Training Committee (CIF), Tomaszewski emphasized the training of trainers, and organized a series of conferences to improve collaboration between trainers and training centres. The first International Wood Conservation Course was held in Trondheim, Norway, in 1988, in collaboration with Norwegian authorities, ICOMOS and UNESCO. The collaboration with CRATERE and other partners in the conservation of earthen structures resulted in the GAIA project, consisting of research, documentation, technical cooperation and training. In this period, ICCROM's laboratory was provided with a larger space

and improved facilities. At the same time, the idea of an architectural conservation laboratory, already launched by Feilden, resulted in the creation of an "exportable", low-cost architectural laboratory module, accompanied by the publication of a reference manual.

### Growing International Network

The events that had led to the 1989 revolution in Central and Eastern Europe also brought major changes in the conservation of cultural heritage. The international community was broadened, bringing an increased number of States to an active collaboration. This collaboration was encouraged through the international instruments of UNESCO, such as the World Heritage Convention, as well as through awareness-raising by ICOMOS and ICOM, and training and technical cooperation by ICCROM. In the context of collaboration with the World Heritage Committee, ICCROM published, in 1993, the *Management Guidelines for World Cultural Heritage* by Sir Bernard Feilden and Jukka Jokilehto.

The Belgian museum director and art historian **Marc Laenen** was elected Director of ICCROM in 1992. At this time, the title of Director was changed to Director-General. Laenen undertook a major review and restructuring of the organization, which brought various changes in administration and programming. From 1994, ICCROM became reachable via Internet, which also included consulting the library catalogue on line. The period included a survey on former ICCROM course participants as a reference for new developments. While the classic programmes remained a reference, the emphasis was rapidly shifted to management and regional initiatives. The last traditional ARC course was organized in 1998. It was partly replaced by the new ITUC programme, which explored Integrated Territorial and Urban Conservation, and had the first international course at ICCROM in 1997. This was accompanied by regional initiatives in Brazil, the Baltic countries and South-East Asia. The Media Save Art project initiated by Gaël de Guichen aimed at raising public awareness in the field of cultural heritage conservation.

From safeguarding and conservation we are moving towards the management of legacies. At the same time dangers are increasing: the ideologization and commercialization of cultural heritage as well as the polluting of our environment. These are challenges for all of us, but principally for ICCROM. Our organization, steered by eight directors consecutively and surrounded by highly-qualified and deeply committed experts, has always carried out the tasks entrusted to it and has not only actively participated in these changes, but has also been the harbinger.

*Andrzej Tomaszewski in a speech commemorating the 50th Anniversary of the creation of ICCROM, 2006.*

We need good practices and training programmes about ways to link conservation of heritage with environmental care, economic and cultural development, education and above all with planning, which is also applicable for intangible heritage. Especially with regard to living cultural heritage, we may need to extend our object-oriented approaches to wider, more comprehensive, dynamic and contextual approaches within regional development and planning and to move from product-oriented action to the management of processes.

*Marc Laenen in a speech commemorating the 50th Anniversary of the creation of ICCROM, 2006.*

ICCROM should be a proactive organization conducting its own programmes which respond to Member States' needs, rather than reacting only to random requests. The programme approach is now well established and successful, for which the increased diversity of the staff's backgrounds has been key. Defining strategic directions allows Member States to reflect on overall mission and purpose, and to evaluate progress by means of reports that measure impact. International heritage conservation is now on a scale unimaginable in 1956 and ICCROM maintains its niche as the specialized centre with a worldwide overview. Its founding name in 1956 as a Centre for Study remains as valid as ever, and the dissemination of its unparalleled knowledge base remains crucial.

*Nicholas Stanley-Price, 2009.*

The British archaeologist and conservation educator **Nicholas Stanley-Price**, appointed Director-General in 2000, completed and refined the work of reorganizing of ICCROM's administration and programme structure, as initiated by Laenen. Partly also due to the retirement of some senior staff members, the personnel was gradually renovated, resulting in a duly international and non-Eurocentric representation. While Laenen had favoured the development of regional training programmes, Stanley-Price reintroduced a series of new international training courses, such as the course on the Conservation of the Built Heritage (CBH). Stanley-Price also strengthened the publications programme, creating the new Conservation Studies series, which

by the end of 2009 will have reached nine volumes. Parallel to this and as a result of more than 25 years of experience, the *History of Architectural Conservation* by Jukka Jokilehto, was published by Butterworth-Heinemann in association with ICCROM. The Strategic Directions of ICCROM, refined by Stanley-Price, emphasized environmental conservation, cultural diversity, efficiency, integration of movable and immovable cultural heritage, promoting preventive conservation and interdisciplinary research, as well as integrating heritage conservation theory and practice into university programmes. Particular attention was paid to guaranteeing the highest quality to all projects where ICCROM was involved.

Group photograph taken at the celebration of the 50th Anniversary of the Resolution of the General Conference of UNESCO on ICCROM creation, Paestum, Italy, 2006.



## As We Move Forward

### A Note from the Director-General

*Dear Readers,*

As a young archaeologist in Algeria, I excavated a necropolis of the early paleochristian site of Tipasa, now on the World Heritage List. In so doing, I discovered a tomb with frescoes and mosaics which dated from the 4th to 5th century AD. Faced with the problem of how to deal with its conservation, my first reaction was to call the Rome Centre. To my utter surprise, both Harold Plenderleith and Giorgio Torraca came to visit the site. I was struck that such high-level specialists came to see me. This was in the late 1960s, and my experience as an archaeologist was profoundly touched by this encounter.

Throughout my professional life I have been in contact with ICCROM experts through my work with UNESCO, and I have always considered ICCROM the main resource for Member States in terms of scientific and technical advice for the conservation of their monuments and collections. As Director-General of ICCROM, my wish has been to continue in the footsteps of my predecessors while developing three strategies in view of the challenges faced by cultural heritage in the 21st century.

The first of these has been to strengthen old partnerships and forge new ones with a number of specialized institutions. This, in my opinion, is the key to facing the complexity of issues raised particularly by threats to cultural heritage such as uncontrolled urban development and climate change. The second strategy has been to make ICCROM a universal centre, and all efforts should be made to have all United Nations State Parties join. The third has been to further professional work in science for conservation, and the sensitization to new methodologies for heritage conservation. The safeguarding of both tangible and intangible heritage can only be pursued and developed through heightened public awareness.

As my experiences with ICCROM come full circle, it is with personal pride that I present the organization's milestones and accomplishments in this special edition of the newsletter. Though it has been impossible to pay homage to all of the people who have passed through these doors and all of the worldwide projects in which we have been involved, we have made a modest attempt to capture some of the more defining moments of these past fifty years. I thank those of you who kindly provided contributions and pictures. Your stories have been heartwarming and a solid example of how ICCROM has not only affected conservation as a field, but the lives of the many people who work within it. I have faith that this will continue well into the future.

*Yours sincerely,*



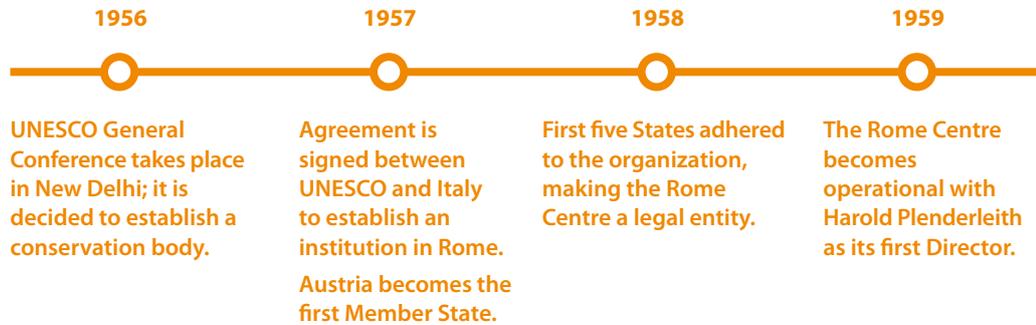

M. Bouchenaki.



Original headquarters on via Cavour.

## The Earliest Years of the Rome Centre

The Centre's history begins on the first floor of a historic building on via Cavour. Back then, the staff number was small but ideas and ambitions were big. Though it was just getting started, the Rome Centre was already beginning to make a significant impact on the world of conservation and restoration. It was an age of important missions to distant countries as well as emergency relief in the face of disaster. It was also a time in which new ideas were formulated and disseminated through international conferences and courses. These formative years laid the groundwork for many milestones to come.



“The relationship of H. Plenderleith and C. Brandi was rather special, because both understood that it was essential to have agreements. The problem however was the communication, considering that Plenderleith did not speak Italian... and Brandi did not speak English. They tried to communicate in French, and I tried to help translating occasionally. It was sometimes quite funny, because these two had such different characters: Plenderleith mixed scientific questions with issues of everyday 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 tempere’ (‘no, no, they weren’t a fresco, but a tempera’).”

*Paul Philippot in an interview, 2001, while discussing collaborations with Cesare Brandi, Director of the ICR*



J. Nehru, then Prime Minister of India, speaking at the UNESCO General Conference in New Delhi, 1956.



H. Plenderleith with P. Coremans, Director of IRPA, during a UNESCO mission to India, 1965.



The Director and his staff going for a coffee break.

“The Rome Centre was at via Cavour, a street with very heavy car traffic. Crossing this street was a kind of acrobatics. So, one day Plenderleith announced he was going to buy himself a baby pram...to cross the street safely”.

*Hanna Jędrzejewska and Aldona Romanowicz, Poland 1988*

Co-workers celebrating G. Berardinelli's wedding in 1966.



“We worked hard but we worked well, in the sense that we were a big family. Plenderleith was already an elderly Director... I was twenty, my colleague was twenty-six. We were all young, and we were all well-loved by the Director. We were like his children”.

*Gemma Berardinelli, former secretary of Plenderleith, on life at the Rome Centre*



H. Plenderleith giving a lecture in Korea, 1960s.



Abu Simbel, Egypt. Dismantling the Temple of Ramses II by means of a derrick crane.  
© UNESCO/Nenadovic

1960

1962

1964

1965

1966

1968

The first General Assembly is held.

The Library is launched.

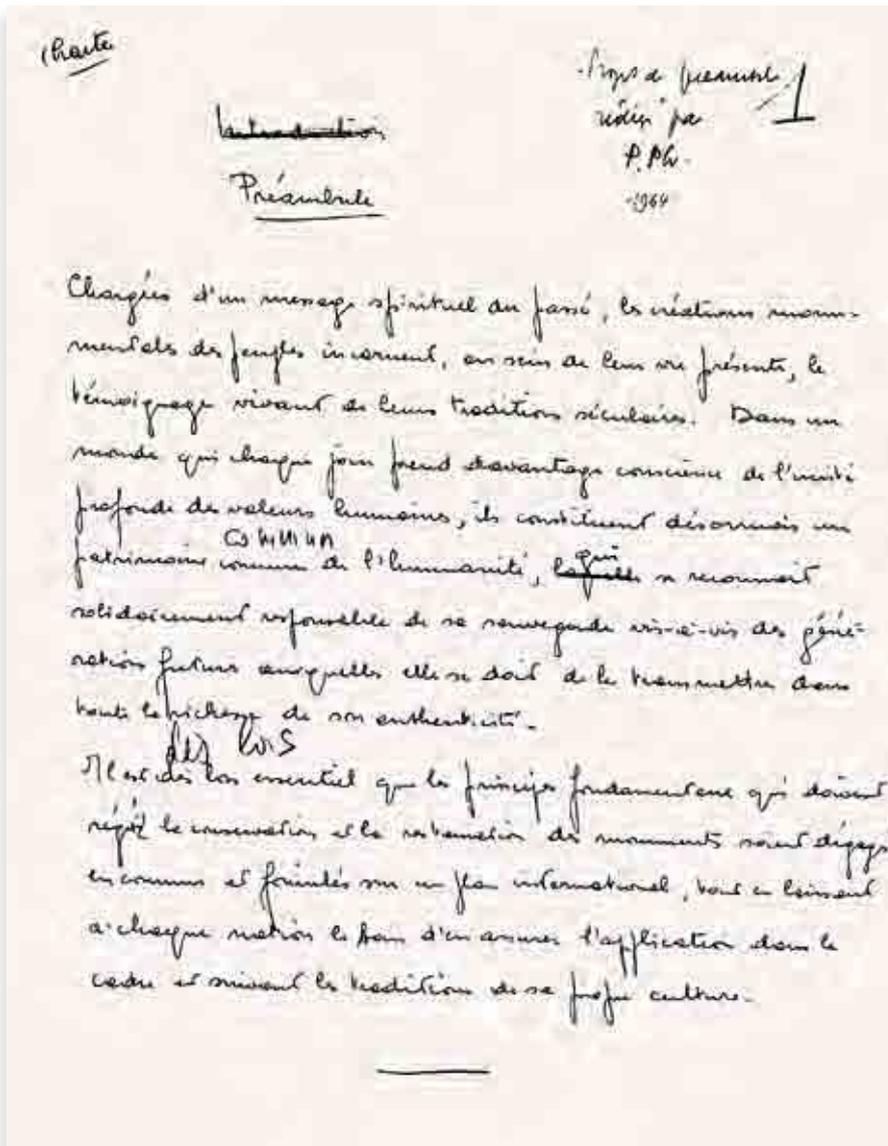
The Rome Centre has a key role in the drafting of the Venice Charter.  
The salvage of the temples of Abu Simbel, Egypt, begins on the eve of the creation of the Aswan High Dam. They were dismantled and reassembled on higher ground.

ICOMOS is founded in Poland with P. Gazzola as its founding president. Thus, a fruitful partnership is born.  
First course on Architectural Conservation (ARC) is held at the Centre.

ICCROM coordinates the international response to the devastating floods in Florence and Venice.

First course on the Conservation of Mural Paintings (MPC) is held in partnership with the ICR.

A draft of the Preamble of the Venice Charter handwritten by P. Philippot.  
Source: Lemaire papers, University Archives, Leuven, Belgium.



Participants of the ARC Course, 1965.

H. Daifuku, second from the right. Taken during an ICOMOS congress in Warsaw, Poland, 1965.



"I thought that you might like to know that my husband, Hiroshi Daifuku, one of the original recipients of the ICCROM Award in 1979, and the UNESCO specialist who guided ICCROM's early years, is alive and in reasonably good health at 89 years. We cherish memories of our friendship with Harold Plenderleith and our trips to Rome for the General Assembly. Congratulations on your 50th Anniversary!"

Alison Daifuku

## New Headquarters, Expanding Horizons

The 1970s were an important time for strengthening conservation as a profession. Concepts like ecology and historic urban areas emerged, along with a series of charters and recommendations to protect heritage. A key moment for the Centre was the transfer to its present headquarters in the historic *Ospizio di San Michele*. Space and vicinity to the other heritage organizations brought new possibilities and greater activities.

"Part of ICCROM's history begins with the building which houses the organization. *San Michele* had a well-known reputation as a school that taught young men to work in the fine arts. Over the centuries, it spawned legions of great artists... Two artist/restorers who learned their craft there from about 1893 to 1906 were the painters Ettore Serbaroli (1881-1951) and Gonippo Raggi (1875-1959). These men left for America and, in addition to creating original art, also restored many beautiful churches and structures in North and South America. It is very fitting that ICCROM today is located in a building that trained so many great men who were involved in restoring some of the world's great artistic treasures"

*Joseph A. Serbaroli, Jr Business Manager, New York, and grandson of Ettore Serbaroli, celebrated Italian-American artist, 2009*



ICCROM at via di San Michele.

1971

**Paul Philippot becomes Director and changes the name from "Rome Centre" to "International Centre for Conservation".**  
**The United States joins the Centre, impacting its budget positively.**  
**Mission to Borobudur, Indonesia, to study the alteration of stone and cleaning procedures.**

1972

**The Centre is acknowledged as an advisory body in the UNESCO World Heritage Convention.**  
**Transfer begins to its present location at via di San Michele.**

1973

**The first edition of the Newsletter is published.**  
**Mission to Romania to conserve exterior paintings of a Moldavian church.**  
**Course on Conservation Science (SPC) is launched.**



P. Philippot and B. Feilden.



Scientific Principles of Conservation Course. G. de Guichen, M.C. Uginet and participants at the CFLR (Centro di Fotoriproduzione, Legatoria e Restauro degli Archivi di Stato, now ICPAL), Rome, 1976.



Detail of a relief, Borobudur.



Mission to Romania to conserve the exterior paintings of a Moldavian church near the Russian border, 1973.

Preventive Conservation in Museums. Practical work at ICCROM. G. de Guichen and participants, 1975.





ICCROM staff, 1979.

1975

First course on Security and Environment in Museums is held (SEC, later renamed Preventive Conservation in Museums).

1976

First Stone Course in Venice, Italy, is held.  
Recovery work is undertaken following a devastating earthquake in Friuli, Italy.  
The UNESCO Recommendation concerning the Safeguarding and Contemporary Role of Historic Areas is drafted.

1977

Bernard Feilden is appointed Director, changes the Centre's name to ICCROM.  
First computerized system in the Library.

1979

By its 20th Anniversary, ICCROM holds four regular courses in Rome: Architectural Conservation (ARC), Conservation of Mural Paintings (MPC), Scientific Principles of Conservation (SPC), and Preventive Conservation in Museums (SEC); and the Stone Course in Venice.

“In the late 1970s, I followed a course at ICCROM on museum security and climate control. I enjoyed handling a fire hose under the supervision of a real fire fighter and loved being instructed about theft and robbery by a real carabinieri, in full uniform. Seven months pregnant, I had my finest hour however, during a drive along the Tiber. After I had fainted close to ICCROM's premises in the aftermath of a somewhat copious lunch, Gaël de Guichen, who directed the course, rightly assumed a fast recovery, driving me at some speed in his open sports car. Indeed, I was able to attend the rest of the day's program after that drive. I do not know whether your courses include a lecture about women fainting in museums. If not, Gaël de Guichen's improvised action should be taken up in your curriculum”.

*Ebeltje Hartkamp-Jonxis*  
Former curator of the Rijksmuseum,  
Netherlands



Friuli, 1976. Left: Apse of the Duomo of Venzone, after the first tremor.  
Right: The same apse after the second tremor. ICCROM was involved in the photogrammetric survey after the first tremor. Reconstruction of the church was based on the resulting drawings.

“I had the wonderful privilege of participating in the Introduction to the Principles of Conservation Science Course (SPC) in 1978. I was the curator of paintings, prints and photographs at the Museum of the City of New York at the time and later went on to be senior curator before changing jobs to be a museum director. The course taught me fundamentals about the physical

nature of cultural materials. It introduced me to the world of conservation and leading practitioners with whom I am still friends. As my career advanced, my understanding of conservation has played a key role in assessing and saving diverse museum collections”.

*Steven H. Miller*  
Executive Director, Morris Museum, USA

## ICCROM Goes Digital

### An outstanding conservation library: from card index to the digital era.

A mini-revolution began in the Library in 1977, when ICCROM obtained two IBM computers and started automating the catalogue records. Specialists from IBM worked with us to create the first programme for this purpose, getting a behind-the-scenes look at the library holdings. The potential of this new technology was very exciting, and we felt like pioneers as we developed the new bibliographic description fields needed for our records. Our workdays were intense, what with a backlog of some 9000 past publications to register in the new system, along with the continuing cataloguing of newly arrived acquisitions. However, we were rewarded by the knowledge that we were providing a useful and instructive example for other organizations.

Gianna Paganelli  
Library Assistant, ICCROM



The backbone of the Library has always been its staff. F. Tomasi, G. Paganelli, M. Ohanessian, and Head Librarian M.C. Uginet, 1983.



Cartoons from the 1979 Newsletter poking fun at the Library's documentation process.

## ICCROM PUBLICATIONS IN RETROSPECT



Publications staff, C. Rockwell and M. García Robles, with ICCROM's first computer, 1983.

From the late seventies, the mantle of publications fell to me; I was something of a novice, but with an inherent concern for accuracy and language, and eager to learn. Mónica García and I worked together in this area for many years.

Newsletter #7 was our baptism by fire. In those days, Italian printers were still setting type in lead, and had no notion about hyphenation in either English or French. Some five sets of proofs went back and forth, and that issue finally staggered into press.

To simplify life, we started a campaign for a word processor so that camera-ready copy could be produced. After consulting with FAO colleagues, we campaigned for a Wang word processor, which was trendy at the time. A memo recommending this purchase was written, extolling its many virtues – not least facilitating compilation of the

annual report, which was then a tedious *manual* cut-and-paste operation.

The request was accepted, and the word processor installed, much to everyone's delight. The novelty soon infected the whole building, and people began signing up for time on it. The demand became so intense that a small computer room was eventually set up, and things evolved from there to PCs in every office.

These technical improvements facilitated production of many products. Other developments involved improving the Newsletter design and introducing the use of color, acquiring ISBN and ISSN numbers and computerizing the mailing list.

Technology certainly revolutionized ICCROM's publications capacity and is still having an impact there and elsewhere.

Cynthia Rockwell  
Former Head of Publications, ICCROM

## Fifty Years of Preventive Conservation with ICCROM

Gaël de Guichen, Special Advisor to the Director-General of ICCROM, and Catherine Antomarchi.

Fifty years ago, just before becoming the first Director of ICCROM, Dr Harold Plenderleith published his *Conservation of Antiquities and Works of Art* (1956). With its clear language and extensive coverage of the material, the work quickly became a key reference in the field. Emphasis was on preventive conservation prior to any direct intervention. At that time, humidity was considered to be the principal threat to collections. Twenty years went by and other publications, such as Garry Thomson's famous *Museum Environment* (1978) appeared, focusing not only on collections but also on the buildings surrounding them. Climate was still by and large at the top of the list of deterioration causes.

In 1975, ICCROM tackled the issue by proposing the first course on what became known as "*Preventive Conservation in Museums*". Administrators, curators, architects and conservator-restorers concentrated on climate, but also on lighting, theft and fire. Over 15 years, 250 professionals from 38 countries came to study while also enriching the course with their own experience. Thanks to them, more threats to heritage were identified and prevention strategies became clearer. Thanks also to several of them, ICCROM spread the message through national and regional seminars in more than 40 countries. Parallel to these efforts, ICCROM conceived an exhibition on climate and lighting that circulated to 48 European cities. Didactic materials were developed and a data bank of some 1,000 images was created, the latter now being available on the website.

Between 1985 and 2000, ICCROM launched the PREMA Programme (Prevention in African Museums), which was a decisive development for preventive conservation. At the time, countless collections were in desperate condition and required a global and strategic approach. In 15 years, ICCROM engaged more than 25 scientific and financial partners, trained 400 professionals in 44 countries and worked on more than ten museum case studies. Today, the effort continues through various African institutions, *Ecole du Patrimoine Africain* (EPA) and the Centre for Heritage Development in Africa (CHDA).

With PREMA, the concept of preventive conservation would evolve profoundly and

propose targeted responses combining protection and enhancement, and touching every aspect of a museum's function – from storage to display, from research to activities, and from planning to maintenance, with preventive conservation embedded in every sector. The importance of climate slowly dwindled, given the need to control other threats that often had a more serious impact.

Still, the approach had a weakness: it involved only the responsibility of professionals, though heritage conservation is a much wider and universal issue. As a result, the public must also be involved in the prevention effort. For this purpose, ICCROM launched in 1990 a major operation called "Media Save Art", in order to bring the public and professionals together. Thus, for a five-year period, a series of pilot actions targeted various groups in turn: teachers, tour guides, the media and sponsors.

By the early 1990s, preventive conservation was booming. The Netherlands launched the Delta Plan; the Canadian Conservation Institute (CCI) published its preservation plan; professional organizations adopted the theme for their international conferences; the ICOM Conservation Committee created a preventive conservation group; courses and academic programmes were set up in various countries, following the example of the specialized Master's degree created by the Sorbonne in collaboration with ICCROM.

Fifty years after Dr Plenderleith, preventive conservation is still one of ICCROM's strategic orientations and is a priority because it concerns, connects and motivates everyone involved in heritage, well beyond specialties and cultures.

EPA Fund meeting in Rome, 2002.  
From left to right: A. Godonou, EPA Director, Benin; N. Stanley-Price, former Director-General of ICCROM; T. Aminou, former vice-Rector Abomey-Calavi University, Benin; P. Simonnet, former EPA Fund coordinator; and C. Antomarchi, Collections Unit Director, ICCROM.





C. Erder, 1983.

## A Time of “Consolidation”

Where the previous two decades served to establish foundations and processes, the 1980s were an important time for strengthening the programmes and courses in place, while introducing new initiatives like the regional programmes.

1981

**Cevat Erder becomes Director.**

**ICCROM holds an international symposium on the study of mortars, the result of intense and long-term research directed by Giorgio Torraca.**

1982

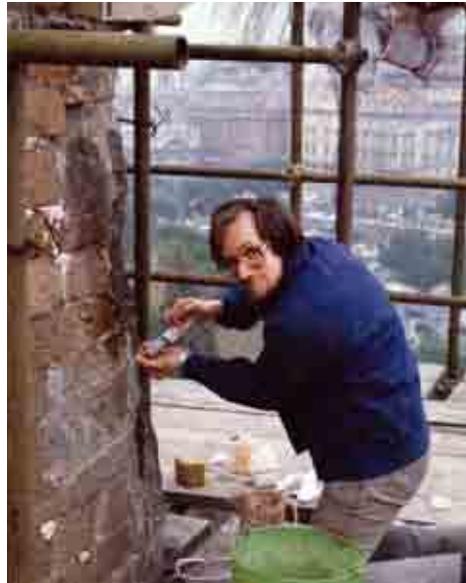
**Technical Assistance Programme launched.**

1985

**Regional Programmes launched with PREMA (Preventive Conservation in African Museums) being the first.**



The church of Debra Berhan Selassie, Gondar, Ethiopia. ICCROM took part in a series of missions from 1979-1982.



J. Malliet, 1985. As part of the Mortars Research Training Unit (RTU) activities, hydraulic grout was injected into the Campidoglio Towers in Rome.

“In 1985, I was appointed Scientific Advisor, but family problems limited my stay in Rome to two years. Nonetheless, the experience I gained in those years proved to be invaluable for my future career as an independent consultant and lecturer at various Universities in Europe, North and South America. Of the many things I learned, the significance of the minimum intervention principle in any conservation project stands out as the axiom that Dr Cevat Erder, then Director, most strongly advocated. From my colleagues, I learned the importance that interdisciplinary collaboration has in conservation. The support provided by Marie Christine Uginet (a fellow cat lover) at the library and the cheerful helpfulness of the staff, in particular, Enrico Carra and Mesdames Elena Fiorini, Liliana Vecchio and Mónica García, are among my fondest memories”.

*A. Elena Charola  
Former ICCROM staff*

“Attending the 1983 Architectural Conservation Course at ICCROM was a keystone in our work in preventing the World Heritage Site of Antigua Guatemala from falling down after 200 years of being abandoned. Working with a handful of multi-disciplinary experts, we were able to save Antigua’s monuments; work on the city’s building permits and the restoration of art. It was enlightening for me in setting up children’s programs in Historic Preservation to plant the seed for future restoration efforts. I thank our mentor, Bernard Feilden and all of the ICCROM staff”.

*Elizabeth Bell  
Owner and Manager of Antigua Tours  
Guatemala*

“Participating in an ICCROM course has definitely changed my life! There I met my husband Gerry Barton, also attending the 1980 course Scientific Principles in Conservation, me from Germany and he from New Zealand. Six months after the course I joined him in New Zealand. We got married in 1982 and have two children. The course was the starting point to very successful careers for both of us in the field of ethnographic conservation and we are still both working in that area. We have lived and worked both in New Zealand and in Germany and are now based in New Zealand with our own private conservation business”.

*Sabine Weik  
Conservator, Germany and New Zealand*





B. Feilden and J. Jokilehto in Taishan, China, 1988, while on a monitoring mission for World Heritage sites.



A. Tomaszewski, 1988.

1986

**ICCROM wins the Aga Khan Award for Architecture for the conservation of the Al Aqsa Mosque in Jerusalem. First PREMA University Course begins in Rome.**

“In 1982 I participated with 14 colleagues from 12 countries in the Scientific Principles of Conservation Course directed by Giorgio Torraca and coordinated by Nicholas Stanley-Price, later ICCROM Director-General. These four months were the most stimulating time in my professional life! Our teachers included distinguished professionals, and we especially learned from each other. After the intense working environment came evening and weekend parties at the foreign academies in Rome - wonderful locations where ‘feste all’Italiana’ were more than welcome.”

*Gabriela Moroder-Krist, Head, Institute of Conservation and Restoration, University of Applied Arts Vienna, Austria, ICCROM Council Member 2002-2009*



1987

**The Gaia Project is established, a joint initiative of ICCROM and CRAterre-EAG for the study and conservation of earthen architecture.**

**ICCROM Newsletter is published in Spanish from 1987 until 1990.**

“With PREMA, for the first time, ICCROM responded to the challenge of a region and its 46 countries! It developed a synergetic system of actions in training, communications and technical assistance. It innovated with the first ‘extra-budgetary’ funding involving national, regional, and international institutions, both private and public. With PREMA, ICCROM experimented by opening itself to other audiences to consolidate the work of museum professionals: decision-makers, the public, young people and the media; by creating a diploma guaranteed by two famous universities, to contribute to the recognition of conservation and its professionals in museums; by training trainers and revolutionizing their teaching methods; and by imposing a systematic self-evaluation process twice a year on participants, teachers, decision-makers and financial supporters. On arriving at ICCROM as a fresh graduate, PREMA totally changed my way of being and thinking. It introduced me to wisdom, humility, listening. PREMA taught me concrete equality; it offered me deep emotions, extraordinary encounters, the best of friends. And better still, an inalterable confidence in others and an immense reserve of energy and joy. This ‘work’ designed the landscape of my life. For all those I met in the process, I am infinitely grateful”

*Catherine Antomarchi  
Collections Unit Director, ICCROM*

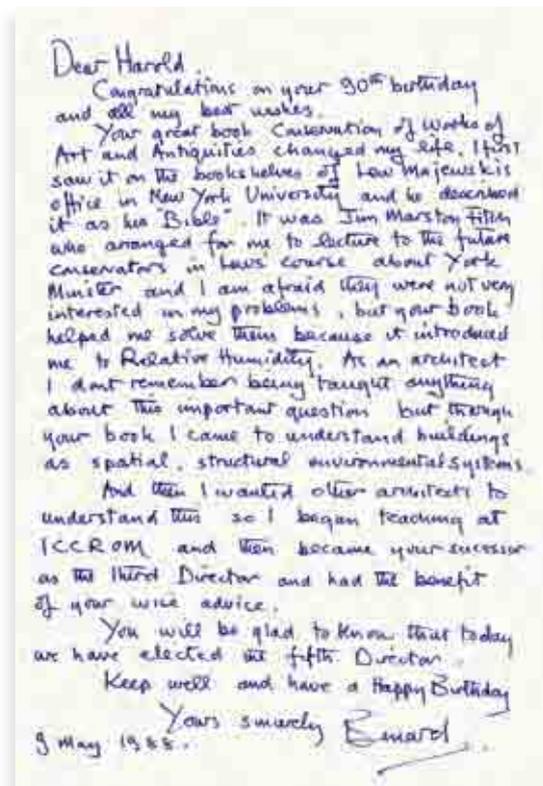
S. Weik and G. Barton, 1980, at Villa Giulia, Rome. Photo courtesy of S. Weik.

1988

**Andrzej Tomaszewski is appointed Director.**

**Plenderleith celebrates his 90th birthday.**

**The first Wood Course takes place in Trondheim, Norway.**



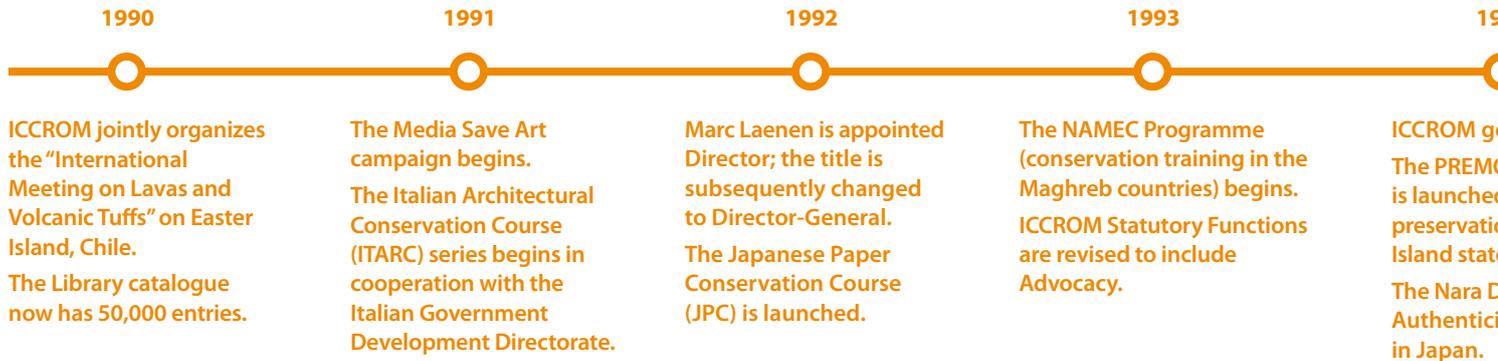
The opening ceremony of the Conservation Collections Management National Course (PREMA), held in the National Museum of Ghana, Accra, 1989.

## Embracing a Wider View

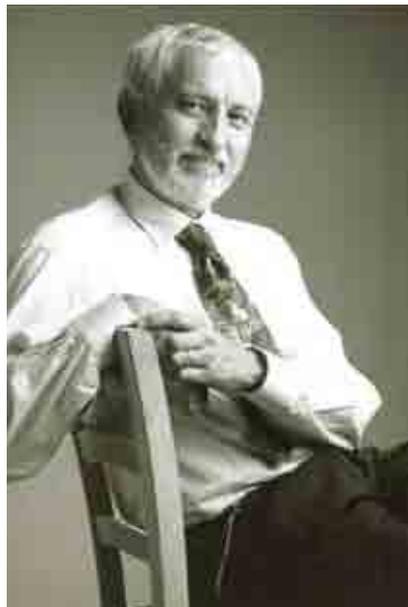
The focus of this decade was very much related to management, awareness and regional activities. Initiatives from Media Save Art to AFRICA 2009 sought to include communities by sharing knowledge and sensitizing people to the fragility and importance of cultural heritage. Programmes and courses began to spread through many regions of the world.



Matera, Italy.



K. Masuda, 1992. Long-standing resource person for the Japanese Paper Conservation courses.



M. Laenen, 1996.

"The 1994-1998 PREMIO Project used a series of international training events as an opportunity to assist the establishment of the Pacific Islands Museums Association. This is an area where countries are tiny and distances are huge, and where heritage professionals result as leaders in maintaining the centuries-old traditions and cultural links. The administration of museums, cultural centres, archives and historic sites are joined in an overall aim to preserve living culture, as we see in this picture of a participant in a 1999 regional course held in the Republic of Palau. Here, a respected elder teaches her granddaughter how to weave a handbag made from a type of leaf found only on the family's original island".

*Neal Putt  
Former ICCROM staff*



PAT Course, Palace, Chan...



The Media Save Art poster contest jury meeting, 1993.



Passing traditional knowledge from one generation to the next. Photo by S. Adelbai, Collection of Palau National Museum.

### *I Sassi di Matera and the ARC courses (1994 – 1998)*

“Starting in 1994, the conservation strategies and rehabilitation of the *Sassi di Matera*, Italy, became a subject of special interest within the framework of ICCROM’s ARC courses. After the *Sassi* were included on the World Heritage List in 1993, contacts were made for course purposes with the relevant authorities. As a real-life ‘conservation lab’ that contained challenges from the smallest to the largest scale, the *Sassi* were ideal for connecting the course aims with a real situation, allowing for a confrontation of skills. Among the course’s principal aims while in Matera were to support local authorities in selected problem areas and contribute to raising awareness within the local community. Over the years a methodology was developed in order to unite the efforts of local professionals with those from different countries and cultural regions in addressing safeguarding problems. In 1998 the course produced a summing-up report on the State of Conservation of the site, which was submitted to the UNESCO World Heritage Centre as a contribution to the then highly-relevant discussions on monitoring and reporting procedures and their formats”.

*Andrea Urland, former ARC Course Coordinator and ARC Programme Manager*



1996. A view of the “Audiencias” (audience hall), Tschudi Chan, Peru, showing bas-relief surface decoration.

“I am a participant of the PAT programme, having taken the course in 1999 in Trujillo, Peru. The experience was so significant that when I returned to my home country, I began to act as a facilitator on the subject of earthen architecture techniques, habitations of social interest and above all, the conservation of architectural heritage. To this day I have sensitized and trained more than a thousand people, among them bricklayers, assistants, students, architects, engineers, communities, etc. I have remained in contact with - and have had the integral support of - Alejandro Alva and Hubert Guillaud, both treasured friends”.

*Raymundo Rodrigues Filho  
Architect-Conservator, Brazil*



Long-time collaborator C. Giantomassi in Bajia, Tibet, 1996.



A. Cepero, Cuba, and L. Masschelein-Kleiner, Belgium, during the 1999 General Assembly: visit to Palazzo Farnese, Rome.

“In 1997, I participated in the first Urushi Course held in Tokyo, Japan, my native country. Needless to say we all learned a great deal, but there is more to ICCROM courses than the subject matter. The wonderful diversity of the participants and the opportunity to share the culture of Japan [with a] group of fellow professionals made the course an experience I will never forget. We explored Tokyo through eating local food, shopping, visiting museums and a local urushi specialist’s workshop. Through the eyes of my international colleagues I gained a new vision of my home country, and when we parted ways at the end of the course, this network of fellow professionals from around the world would remain with me”.

*Hiroko Kariya  
Conservator, Japan*

In a changing world, ICCROM has always sought to remain at the forefront of trends and in line with emerging topics of global importance. With the new millennium came increasing concern for globalization, climate change, risk and disaster management, sustainable development, and rapidly-evolving technologies. ICCROM has responded by expanding its regional programmes, reintroducing international courses in Rome, sharing knowledge through conferences, producing quality publications, and exploring new frontiers through initiatives such as the SOIMA programme on the conservation of sound and image collections.

2000

Nicholas Stanley-Price is appointed Director-General. The responsibilities of PREMA are transferred to Africa. Programme for Museum Development (PMDA now referred to as CHDA) begins operating in Mombasa, Kenya.

2001

Membership of ICCROM exceeds 100 Member States. ICCROM (ITUC) - UNESCO World Heritage Risk Preparedness Workshop takes place in Santo Domingo, Dominican Republic.

2002

The Internship and Fellows Programme is established. The first Sharing Conservation Decisions (SCD) Course is held in Rome.

2003

ICCROM Newsletter is again published in Spanish. The first Forum takes place in Rome, the theme is Living Religious Heritage. The first course on Architectural Records, Inventories, and Information Systems for Conservation (ARIS) begins in Rome.

2004

The ATHAR (conservation of heritage sites in the Arab region) and CollAsia 2010 (conservation of heritage collections in Southeast Asia) programmes are launched.



N. Stanley-Price, 2001.



Sharing Conservation Decisions Course participants visiting the *Opificio delle Pietre Dure* in Florence, Italy, 2002.



ATHAR Course participant at the Citadel in Amman, Jordan, 2008.

"I attended the 2001 ICCROM - UNESCO World Heritage Risk Preparedness Workshop in Santo Domingo, Dominican Republic. It was excellent, and important for the Caribbean countries in attendance. The lectures presented by ICCROM's experts laid a solid foundation, while interactive projects challenged students to creatively solve problems and build confidence together and regionally. I was pleased when asked to share the Cayman Islands National Museum's Emergency Management Plan, which I discussed with others so that they could use it to develop similar plans in their countries. ICCROM is truly a leader in cultural heritage preservation concepts and action throughout the world".

*Margaret Leshikar-Denton*  
Cayman Islands National Museum



The archaeological dance created by the Department of Fine Arts, Thailand, is influenced by the art and sculptures of archaeological remains. It is performed at the National Museum on special occasions. 2008.

"After the Second World War, it was said that ICCROM would participate in instilling peace and progress. Today, in a less optimistic and more uncertain context, one could say – less lyrically – that ICCROM contributes to making a better world through its work to conserve the heritage that linked the civilizations of the past and whose disappearance would compromise future development of our societies. Thus, for each of us who has been at ICCROM at one time or another, it is vital to support this remarkable organization and make it better known wherever we may be".

*Jean-Michel Dubois-Verdier, former Legal Counsel of ICCROM*

2005

The first Reducing Risks to Collections Course takes place in Rome.

2006

Mounir Bouchenaki becomes Director-General. The 50th Anniversary of the Resolution of the UNESCO General Conference on the creation of ICCROM. The Conservation of Built Heritage Programme begins.

2007

The first course on the Safeguarding of Sound and Image Collections (SOIMA) takes place in Rio de Janeiro, Brazil. The first course on the Conservation of Built Heritage (CBH) takes place in Rome.

2008

ICCROM returns wall-painting fragments stored in its lab to the Eremitani Church in Padua, Italy. The LATAM Programme for conservation in Latin America and the Caribbean is launched. The Library catalogue now has 100,000 entries.

2009

The AFRICA 2009 programme concludes. ICCROM celebrates 50 years of operations.



M. Bouchenaki and G. de Guichen reunite with former ARC 93 participant, G. Deivanayagam, in India, 2008.

"I was an intern at the Office of the Director-General, assisting in the organization of the 2007 Forum on Privatization and Cultural Heritage. My experiences still have a major influence on the development of my career in heritage conservation. I keep wonderful memories of my time at ICCROM, working with very helpful and open colleagues. The internship was a unique opportunity for inspiring encounters with internationally renowned professionals. Grateful and proud to have been granted this possibility, I cherish the memories from that time, as I continue my personal engagement and dedication for the preservation of cultural property. Wishing ICCROM the best of success for the next 50 years!"

*Kerstin Stamm, PhD student, Germany*

Women of Nankani, Burkina Faso, decorating their houses during the festival of revitalization of traditional knowledge. © AFRICA 2009



"I have participated in several cultural heritage courses to discuss the challenges facing World Heritage with a view of formulating strategies for its development and exploitation. During a hands-on management course for heritage professionals from Africa organized by AFRICA 2009 in Mombasa, I was among the professionals who created a management plan for one of the most important historical buildings in the Old Town of Mombasa, the Leven House. I have carried out research on 'preservation of historic cities with particular emphasis to Mombasa Old Town' as part of my Masters Degree in Heritage Studies courtesy of an ICCROM scholarship at the University of Zimbabwe. In this research, I established some of the challenges facing the National Museums of Kenya (NMK) in the presentation of the town as a tourist resort. It is apparent that conservation decisions of such a cosmopolitan townscape cannot be dictated to the inhabitants but should be made by all of the various interest groups. I am now imparting knowledge gained through the training in teaching architectural conservation at the University. ICCROM has a major role to play in the capacity building of African Heritage Professionals and in the world".

*Kariuki Kamaru, Lecturer/Architect  
Jomo Kenyatta University of Agriculture and  
Technology, Kenya*



AFRICA 2009 Rock Art Conservation Course participant, Namibia, 2006.



SOIMA Course participants, Rio de Janeiro, Brazil, 2007.

## Messages from Friends and Family

*As one colleague likes to put it, collaborators, course participants and others who pass through the doors of this organization undergo a process of “ICCROMization”. We are an ever-expanding family whose ties span decades, world regions and institutions. Here are some words from former staff, present partners and long-time resource people.*

It was 1976 when I arrived at ICCROM as Coordinator of the Mural Painting Course and Projects. Rome was at the center of a seminal moment in the history of conservation. The *Istituto Centrale del Restauro*'s legacy, the teachings of Cesare Brandi and Giovanni Urbani, and the vast experience of Paolo and Laura Mora, had coalesced on the scientific and art historical foundations of ICCROM laid by Harold Plenderleith, Paul Philippot and Giorgio Torraca. These currents combined to provide one of the impetuses for the emergence of today's cohesive international approach to the preservation of the world's cultural patrimony.

The conservation giants of ICCROM and the *Istituto* not only shared their vast experience, philosophy, and methodology with ICCROM's course participants who came from all over the world, but also provided an incredible learning opportunity for ICCROM's staff.

ICCROM was the only international organization in the field of conservation which possessed both a full time professional technical staff and independent funding.

Thus, ICCROM could bring to conservation issues and problems and an unsurpassed level of expertise, combined with unrivalled freedom of action.

The experience gained over the next eleven years there was unique and invaluable and almost wholly responsible for any success I have had in my career. Without the ICCROM experience I also would never have been selected to the Vatican's technical oversight committee for the restoration of Michelangelo's frescoes in the Sistine Chapel. My proudest ICCROM moments came when one of my field projects, The Conservation and Restoration of the Fire Damaged Painted Dome of the Al Aqsa Mosque in Jerusalem was awarded the 1986 Aga Khan Award for Architecture.

As one of hundreds of conservation professionals “touched” by ICCROM I salute and congratulate it on its fiftieth anniversary.

Thank you ICCROM!

*Paul M. Schwartzbaum  
Chief Conservator/  
Technical Director for International projects  
The Solomon R. Guggenheim Foundation*



Dome of the Al Aqsa Mosque in Jerusalem. On the right, I. Awwad, Resident Architect Al Aqsa Restoration Committee; on the left, P. Schwartzbaum, Chief Conservator/Restorer at ICCROM in 1984.

**My participation in ARC 82 literally changed my life.**

One of the youngest course participants that year, I arrived in Rome with a reasonable conservation education but little practical experience in the field nor knowledge of the world. There I was introduced to a remarkable group of colleagues from parts of the planet that I had previously found difficult to locate on a map, to many of the mentors who would shape my career, and to a city that I came to love and eventually to call home for many years. I was humbled by what I did not know but also empowered to learn and to evolve as a person and a professional in an environment that was creative, dynamic, inclusive, and incredibly human.

At the conclusion of the ARC Course, I was fortunate to receive a scholarship to work for a year with Dr Giorgio Torraca in one of ICCROM's research training units. I learned about research design and scholarship, about teamwork, and about the necessity of connecting theory and science to field practice. Our field work on the project was directed by Paolo and Laura Mora, two exceptional conservators and teachers who continued to provide me with important guidance throughout my career.

I remained at ICCROM thereafter for almost ten years, first as a consultant and eventually as a staff member responsible for the development and teaching of the laboratory curriculum of the ARC Course and for general course coordination with Jukka Jokilehto and Alejandro Alva. It was an extraordinary, formative time in my life marked by constant learning and the development of many significant relationships that endure to this day.

I left ICCROM in 1992 and worked for several years at English Heritage before taking up my present position as Associate Director, Programs, at the Getty Conservation Institute (GCI) in Los Angeles. Without a doubt, it was my years at ICCROM that provided the foundation for all that followed. I was privileged to be taught by some of the best conservation professionals of their generation, to form enduring relationships with colleagues from all over the world, and to experience firsthand what can be accomplished with limited resources when there is commitment to a common purpose.

In many ways, my current position at the GCI has allowed me to close the circle. The Getty has a long history of collaboration with ICCROM. I have been able to build upon that history to strengthen ties between our institutions and we are now partners in a number of international initiatives including the International Stone Course in Venice, the MOSAIKON initiative for the conservation of mosaics in the Mediterranean, and the ARIS Course on recording and documentation for built heritage. I am convinced that much can be gained by combining the strengths of an intergovernmental organization with those of a private philanthropic enterprise, and it is a pleasure to work with trusted colleagues who share similar values and are committed to advancing and developing the field.

As ICCROM celebrates its fiftieth anniversary, I am sure that I am not alone in acknowledging the significant role it has played in my personal and professional life. No matter where I travel, I consistently meet ex-participants of ICCROM's courses who work tirelessly on behalf of our shared cultural heritage and have become leaders in the conservation field. In a world increasingly troubled by violence, environmental neglect and divisive politics, it is more important than ever that intergovernmental institutions survive to provide opportunities for people to come together, to share knowledge and experience, and to work toward common goals. I look forward to working with ICCROM for many years to come and wish it a long and fruitful life.

*Jeanne Marie Teutonico  
Associate Director, Programs  
The Getty Conservation Institute*



The ICCROM ARC Lab, 1989. From left to right: Y. Schaefer, J.M. Teutonico, G. Rizzi, D. Sapere, T. Tuomi and D. Montagna.





It was 1986 when I “discovered” ICCROM and the long process of my “ICCROMization” began...

I had been invited to lecture for the Scientific Principles in Conservation Course (SPC) on ceramics and glass. At that time, one could teach in French with simultaneous translation. If that had not been the case, I would never have had dared to give a course in this prestigious institution, which I knew from its publications and international influence. The aura and immense reputation of its directors and managers were also a formidable challenge. I had worked enormously hard, prepared a long string of slides, and spent some sleepless nights worrying: I would be facing professionals from around the world when I was used to a primarily French student group. So I arrived already tired. These were my impressions.

First impact: I found simple, even dilapidated rooms, limited equipment. Nothing ostentatious or luxurious, no overload of international bureaucrats.

First surprise: the extraordinary richness of this multicultural audience – attentive, participatory, welcoming and cohesive. That woke me up despite my fatigue.

First shock: ICCROM’s considerable lead in the field of conservation-restoration compared to what we were teaching at the university, and the sudden feeling of being rather behind in both form and

substance: preventive conservation as a global approach and not merely normative, public awareness-raising, the multicultural dimension of the stakes involved in heritage conservation, self-study kits or interactive didactic methods, and so forth.

First emotion: the incredible availability of ICCROM staff to all the participants coming through. How do they keep up this level of curiosity and quality of welcome? For me, this encounter was a rare moment. For them, it is an everyday occurrence that never seems to be a burden.

After this first experience, I had numerous opportunities to work with ICCROM – institutional engagements such as PREMA, then individual ones such as participating in the programmes of Sharing Conservation, Risk Management and several extremely productive brainstorming sessions. Following each time at ICCROM, I was energized and renewed, and on returning to the Sorbonne, I shared the new orientations that came out of these exchanges. For a long time, I was just trying to keep up with ICCROM; today I hope to be keeping pace with ICCROM, because the greatest lesson I learned is to look far ahead, look at the big picture, work as a team and anticipate the future.

I’ve learned two definitive lessons after more than twenty years of working together: one always leaves ICCROM with more than one has brought, and so much the better if one leaves more tired than when one came, it is always worth the trouble.

Major challenges await us, and ICCROM is more than ever the fulcrum we need to gather conservation professionals throughout the world around crucial issues.

Happy Anniversary!

*Marie Berducou*  
*Paris Sorbonne University*

M. Berducou, lecturing during the 2004 Sharing Conservation Decisions Course in Rome.



### The Strength of an Institutional Approach

Brussels, December 1984. At the international colloquium on “Earth construction technologies appropriate to developing countries”, CRATERre presented a highly technical 360-page document entitled, “*Earth construction primer*”. Two officials from ICCROM, Alejandro Alva and Jeanne Marie Teutonico, came to see us to give their reactions to the two pages that had to do with conservation, and volunteered to rewrite them. After this first act of cooperation, ICCROM invited CRATERre to run courses on Contemporary Earthen Architecture, and ICCROM commissioned CRATERre to provide training on Earthen Architecture conservation.

Rome, October 1987. Three years later we reactivated the ICOMOS International Committee on Earthen Architecture by jointly organizing the “5th international meeting of experts on the conservation of Earthen Architecture”. It was then that meetings of this committee were transformed into a series of “EARTH conferences”, the most recent of which was organized in Bamako, Mali in 2008 and attended by more than 450 people representing 64 different countries. It was also at this time that the decision was made to create a completely new international course on the conservation of Earthen Architecture, which we called the “PAT” courses, through which we were able to train hundreds of specialists. But that was not the full extent of our ambition because we also had to set our future initiatives in an institutional framework. In 1989 an agreement was concluded for the establishment of the Gaia Project. A great deal of work was done under that project, and this naturally led to other partnerships, one of which was with the Getty Conservation Institute (GCI), to organize the first regional PAT.

Trujillo, November 1996. The Pan-American Course on the Conservation and Management of Earthen Architecture and Archaeological Heritage, PAT 96, was followed by PAT 99. To organize these courses, we did away with all of the traditional teaching and educational engineering tools. Everything was examined from scratch and replaced using innovative concepts. Cooperation with the

GCI was so intense and satisfactory that in 1998 a framework agreement was signed to formalize Project Terra. Drawing on the combined strength of the three institutions we were able to put into place a strategic action plan addressing simultaneously i) research and development, ii) education and training, iii) planning and application, and iv) information and valorization.

Paris, March 2000. Other cooperation ventures were also put in place between ICCROM and CRATERre, particularly through the AFRICA 2009 programme in conjunction with UNESCO World Heritage Centre, in which 44 African countries took part.

Stepping back to look afresh at this whole adventure we can see immediately that it is far from finished. It began and was run steadfastly and without great publicity by one official from ICCROM, Alejandro Alva, who succeeded in implementing a brilliant and extremely powerful, effective and productive institutional cooperation strategy.

Thanks and Happy Birthday ICCROM.

*Hugo Houben*  
CRATERre-Ensag



From left to right: H. Houben, R. Morales and A. Alva Balderrama at El Brujo, Peru, during the PAT 96 Course.



### ICOM and ICCROM

The longstanding relationship between the International Council of Museums (ICOM) and ICCROM started at the very beginning of ICCROM's history.

On the occasion of the Fifth Session of the International Committee for Monuments of UNESCO in 1953, a subcommittee was created to define the functions of the future ICCROM, at that time called the "International Centre for the Study of Technical Problems related to the Conservation of Cultural Property". The Chair of this subcommittee was the then ICOM Director Georges Henri Rivière. Key members

were Harold Plenderleith, the first Director, who in 1965 was nominated honorary member of ICOM, and ICOM Council Member, Frédéric G. Gysin. On the occasion of the Ninth UNESCO General Conference held in New Delhi in 1956, Frédéric G. Gysin, representing the Swiss Delegation, proposed the creation of the Rome Centre. This resolution (Res. 1.4.53) was adopted together with its Statutes.

The working relationship between the two institutions is marked by a strong commitment. Since the creation of both organizations, a representative of ICOM is always an ex-officio member of ICCROM Council and the Director-General of ICCROM is always an ex-officio member of the ICOM International Committee for Conservation (ICOM-CC). In fact, the Secretariat of ICOM-CC, which is the biggest International Committee of ICOM, has been hosted for many years at ICCROM.

The strong and positive partnership between ICCROM and ICOM was further reinforced and broadened in 2005 to include the Getty Conservation Institute (GCI) for the training component of the Museums Emergency Programme (MEP): Teamwork for Integrated Emergency Management (TIEM).

*Cristina Menegazzi*  
ICOM Programme Specialist

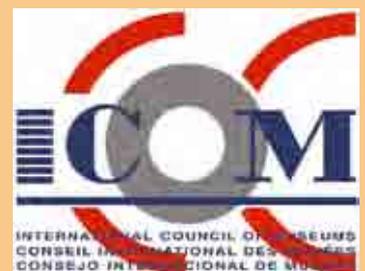
Participants of the Teamwork for Integrated Emergency Management (TIEM) Course, Bangkok National Museum, Thailand 2005.



Over the past ten years or more, ICCROM has played a key role as ICOM's principal partner for training in heritage conservation and ethical museological practice. However, the preparation of planned responses to catastrophic events which have affected so much of the world's museological heritage, through the development and implementation of the Museum Emergency Programme (MEP), is the convincing result of the exponential growth of this relationship in providing museums with the tools and skills necessary for self sufficiency in times of need.

ICOM salutes the 50th Anniversary of ICCROM, and ICOM looks forward to our continued partnership over the next fifty.

*Alissandra Cummins*  
President, ICOM



### ICOMOS and ICCROM

The present-day international family related to the conservation of the cultural heritage has been created under the auspices of UNESCO, the “mother organization”. ICCROM and ICOMOS are two of the “children”, created one in 1956, the other in 1965. During the Venice Conference in 1964, a resolution was passed recommending the creation of ICOMOS as a non-governmental organization, intended to complement the intergovernmental Rome Centre (today ICCROM). It was also specifically recommended that the Rome Centre, jointly with UNESCO and ICOM, assist in its establishment (Resolution 2: Monument for the Man, ICOMOS). From the start, there was thus an administrative link, both being present in each other’s representative bodies. Furthermore, it became a common practice to collaborate in the organization of international conferences and workshops on specific themes, such as the Nara Conference on Authenticity in 1994.

Over the years, most of ICCROM’s built heritage staff members and consulting experts have been members of ICOMOS, therefore “wearing two hats” on many occasions. We can recall that Prof. Piero Gazzola, the founding President of ICOMOS, was also one of the most active collaborators of the Rome Centre partly because of his role as the representative of the Italian Government in the Council, partly as a professional and as a lecturer to the international courses. Several UNESCO

Directors have been active in ICOMOS as well, e.g. Sir Bernard Feilden, who was President of UK ICOMOS, and Andrzej Tomaszewski President of the ICOMOS Training Committee (CIF). In 1972, ICOMOS and ICCROM were both nominated Advisory Bodies to UNESCO’s World Heritage Convention, each covering a specific role, further reinforcing joint activities. While ICOMOS has been involved especially in the evaluation of nominations and monitoring, ICCROM has mainly worked on training and technical cooperation.

*Jukka Jokilehto*

*Special Advisor to the Director-General of ICCROM; former World Heritage Advisor to ICOMOS, former President of ICOMOS CIF*



C. Erder, former Director of ICCROM (right), receiving the Gazzola Prize for his distinguished work in the field of conservation at the 14th ICOMOS General Assembly in Victoria Falls, Zimbabwe, 2003.

### Congratulations to ICCROM on its 50th birthday!

In just a half century, ICCROM has transformed the world of heritage conservation and led us to our maturity. Through steadfast training of international specialists, the alumni and alumnae of ICCROM have gone forth into the world and multiplied. The seeds planted by ICCROM have blossomed into a global network of heritage training centers and institutions, and today a strong cadre of heritage professionals is preserving the memory of humanity in every country. Since our founding in 1965, ICOMOS has always looked at our older sibling as our permanent partner and

friend. As we both continue to evolve, we look forward to another half century of close collaboration and solidarity.

*Gustavo Araoz*  
*President, ICOMOS*



## Making a Difference

ICCROM staff

Training, information, research, cooperation and advocacy. These are the five pillars of ICCROM's activities through which it fulfils its mandate. However, since ICCROM's beginnings, training has always been seen as the fundamental tool for the development and strengthening of the conservation discipline on a global scale. Although the format and focus of the training activities have evolved with time, responding to changing needs and possibilities around the world, this is still one of ICCROM's strongest assets. And it is mostly through training that we continue to make a difference, although dissemination of information, research, cooperation and advocacy are also fundamental elements of our work.

How can ICCROM make a difference and still be relevant in a world where vast numbers of conservation and research centres, and especially training courses and programmes have emerged over the last 50 years? What is the role of an international conservation centre in an ever-more globalized world? Such self-examination is essential within any organization in order to ensure it can continue to provide adequate responses to real needs, and this is all the more true in the context of a deep economic crisis.

In the following pages we will show what ICCROM is doing (and why), and how this has an impact in the conservation world. ICCROM's activities have always been limited in scope, due the size of the organization and its budget constraints. Thus, all of our

programmes are created to target areas in which we can have the highest impact with the available resources. ICCROM strives to respond to and anticipate needs, making the most of existing means and possibilities while at the same time avoiding the duplication of efforts.

Member States are entitled to the best and have the expectation that the professionals responsible for conservation of heritage in their respective countries would make a difference after spending time involved in one of ICCROM's activities. The concept of multilateralism, which was at the heart of the creation of ICCROM, is what makes training, and all of our other activities, so special. Needless to say, this is the only intergovernmental organization with 126 Member States meeting every two years to specifically talk about conservation of cultural heritage.

### 1. An overview of some of ICCROM's activities

#### A space for learning, discussion and sharing

International courses have long been the flagship of ICCROM's activities, and Member States expect not only quality output from staff in this respect, but that course participants will make a difference in conservation upon returning to their respective countries.

Conservation professionals come to ICCROM courses in relatively small groups. In each course, one can find a mix of archaeologists, architects, art historians, conservators, engineers, museologists, planners or conservation scientists, mostly coming from public institutions, though not always. They often have responsibilities in decision-making linked to conservation and are often involved with training. These participants come from every possible region of the world and all are united by one same ultimate goal: how to better care for our heritage. Participants bring to the courses not only the richness of their culture, heritage and different ranges of expertise, but also and perhaps more interestingly, multiple ways of understanding and defining heritage, including different approaches to conservation.

Interaction is imperative with lecturers, who are chosen both for their recognized experience and capacity for communicating their knowledge. Throughout the courses,

Classroom discussions during the Sharing Conservation Decisions Course, Rome, 2008.



experiences are shared, compared and contrasted. The result is a recognition of the diversity of heritage, and hence the diverse approaches to conservation. Participants always benefit from reference materials prepared for courses, as well as the learning venues, which invariably offer possibilities for visiting past or ongoing conservation projects - extremely rich sources of exercise.

This type of setting and approach to training is unique and difficult to find elsewhere. Formal and regular academic institutions may offer some spaces to a limited number of foreign students, but the focus is often directed towards national conservation practices and policies. Large-sized international conferences are other fora for discussion, but there are often limits to the exchanges due to the short duration of these meetings and the lack of representation of conservation professionals from numerous countries, often due to economic reasons. The ICCROM courses also differ from workshops taking place in bilateral cooperation settings, where the experience is normally limited to the two countries involved.

ICCROM courses represent not only a time to learn and share, but also a much-needed "time-off" for conservation professionals from accelerated daily tasks and schedules, in order to reflect on the theoretical and practical aspects of conservation.

By the end of their stay, participants tend to have a broader vision of conservation, as well as enhanced tools and methodologies which allow them to solve problems at various strategic levels.

Considering that group size is purposely limited to increase quality interaction and learning, participants are often selected on the basis of their ability to share and disseminate information, with a sort of ripple effect, after the course is completed.

Parallel to the courses, ICCROM launched the internship and fellows programme. The internships allow young conservation professionals to gain insight into the planning, organization and implementation of activities at an international level.

#### On networking and sharing of information

Publishing and disseminating information are accepted as ethical and moral duties of those working with cultural heritage. New tools and media make communication easier than ever before, and even so, this



Documenting collections during the CollAsia 2010 Textiles Conservation Course, National Museum of Ethnology, Leiden, Netherlands, 2005.

remains one of the weaker elements of the conservation discipline. ICCROM therefore believes it still has an active role to play in fostering the exchange and sharing of information.

One of the major ways ICCROM has done this is by founding and maintaining one of the world's most important specialized libraries on heritage preservation. The collection, now containing some 84,000 items in more than 60 languages, is accompanied by an online database giving access to more than 102,000 bibliographic references.

For decades, the ICCROM Library has carried out a programme of indexing and, where possible, abstracting conservation articles. In fact, until recently no other library in the world has carried out indexing across such a broad spectrum of conservation literature and languages. These indexed bibliographic references are shared with the Bibliography of the Conservation Information Network (BCIN). Abstracting at the Library has received generous support from AATA (Abstracts of International Conservation Literature) during a recent four-year period.

In the 1980s ICCROM transferred its computerized catalogue into the CDS-ISIS database program freely available from UNESCO. This technology was viewed as a godsend at the time, particularly amongst libraries with moderate resources that could now have access to a free, inexpensively maintained database. As new bibliographic standards and user expectations have evolved since that time, the Library is migrating its database towards a new platform, based on the Open Source movement and the MARC 21

#### Many will share what has been said by some of those who have taken our courses in the past:

... what an experience of a lifetime! I agree with the sentiments of others about the course, the people, Rome itself - enjoy (and don't panic if you don't all agree). One of the real lessons I gained from the course is that there can be more than one right answer or approach: it's something I remind myself of often working back home in New Zealand.

*Robyn Burgess, New Zealand*

Professionally, my approach to conservation has changed tremendously; it's now fully rooted into the significance of places for people. Personally, my curiosity has bounced and my sensitivity to the world augmented a lot. Now when I hear about lots of countries in the news I'm able to say: I have a friend there!

*Jean Laberge, Canada*

It is a universally acknowledged truth that conservation professionals with open minds enrich the material culture of the world. I vividly recall, as a course participant in 1999, how pleasingly disturbing it was to be required to re-evaluate the ethical premises on which my trained and culturally coherent observations and treatment proposals might have been justified. This was part of a Scientific Principles in Conservation Course (SPC 99). Such re-evaluations become familiar in ICCROM courses when world specialists in particular conservation disciplines require participants to consider alternative perspectives.

This openness and self-questioning fosters a loyalty that encourages numerous participants to offer their support to ICCROM. Following the SPC99, I contributed to two courses in Latin America where, as a lecturer, I found the participants offered their own challenges and disarming capabilities. In Rio de Janeiro, participants of the 2005 Science and Conservation of Archival Collections Course, who were new to the Photographic Activity Test, prepared it in under 45 minutes - an unofficial world record. In a small way, this indicates a synergy that exceeds everyone's expectations.

*Mark Strange, New Zealand*

Mixing mortars during the ATHAR Course on Conservation of Archaeological Heritage, Byblos, Lebanon, 2005-2006.



standard maintained at the Library of Congress. Our goal will be to eventually make our experiences available to other libraries in our Member States who are facing similar challenges by posting details of this project on the web.

In addition to the Library, ICCROM preserves the memory of its own contribution to the heritage field through the activities of the Archives Service, created in 2002 to manage its inactive records. The institutional records kept in the Archives are a valuable resource for us in guaranteeing the safeguarding of its historical memory and to assure the transparency of its administrative actions. Researchers value the Archives as a primary source for topics and areas in the conservation field where ICCROM has been involved.

Presently, the Archives are in the process of designing and implementing a records management system, which deals with ICCROM's active and semi-active records, both hard-copy and digital. This work is being done in collaboration with the InterPARES project (International Research on Permanent Authentic Records in Electronic Systems).

In order to communicate and disseminate the findings of its various activities, ICCROM publishes texts that are recognized as fundamental and authoritative contributions to heritage preservation. These play a key role in professional development among conservators and will continue to be a

Practical exercise on Roman mosaics during the course on Archaeological Conservation for Southeast Europe, Butrint, Albania, 2007.



vital resource for future generations. As technology evolves, we continue to reach a wider and more diversified audience by sharing knowledge both on paper and electronically via our website. ICCROM is presently planning its second generation of web development and design, so as to facilitate and enhance communication, the sharing of information, and collaboration.

ICCROM through its networking and information sharing activities is a valued exchange and communication platform, accessible and useful to national institutions, the professional community and the general public. We are here to take an active role, in partnership with other worldwide members of the heritage field in preparing for and confronting the challenges to come.

#### Targeted and applied research

At ICCROM, the international perspective offered by the missions of its staff and contact with international participants, lecturers and researchers has always permitted us to have a broad understanding of the main trends and the areas where priority research must be made.

While ICCROM does not have the means or the capacity to carry out large-scale research programmes, it does aim at trying to create networks of people or institutions undertaking similar research.

Research projects are also developed at ICCROM, tailored to specific needs. Such research avoids being purely theoretical and focuses instead on problem-solving and offering guidance linked to practical experiences. Recent topics have focused largely on management approaches, where one of the main elements is fostering cross-linking between different disciplines. Another important issue takes into consideration the broad number of actors and stakeholders involved in heritage conservation, with specific research targeted for the involvement of local communities or for increasing the awareness of a broader population.

A large majority of our research is strongly linked to training activities, whether it is preventive conservation and reducing risks to museum and archive collections, risk preparedness planning for disasters at sites, or a better understanding of the mechanisms, processes and consequences of decision-making for conservation. These are all important in view of the challenges posed especially by climate change, whose effects are already visible around the world. Another particularly relevant study has been on traditional conservation practices, or the “living heritage approach”, which explores more sustainable ways of preserving our heritage and managing change.

Participants carrying out an exercise during the course on Reducing Risks to Collections, Sibiu, Romania, 2007.



Conservation of Built Heritage Course participants carrying out an exercise on documentation in Rome, 2009.

Materials-based research still has a space within ICCROM, when needs are perceived. Such was the case for the conservation of sound and image collections, and in particular the development of approaches for the conservation of digital media collections, a type of heritage which involves all countries to varying degrees, and poses numerous theoretical and practical problems.

ICCROM also encourages research through fellowships, offering experienced professionals the opportunity to develop research projects which are relevant for a wider conservation community.

In conclusion, the impact of research and its publication and dissemination is rooted in ICCROM's broader view of cooperation with government conservation agencies, and understanding of their agendas and conservation needs.

## 2. Building on tradition

ICCROM is a repository of knowledge which is being updated continuously. Its staff is privileged to be in contact with hundreds of conservation professionals from around the globe. At the same time, as we celebrate ICCROM's anniversary, it is



Group discussion during the AFRICA 2009 Rock Art Conservation Course, Namibia, 2006.

necessary to emphasize that what we are today is thanks to what we have built over the past five decades. While building on history, our attempt to make a difference is done by continuing to capture the global trends in conservation and recognizing the emerging needs of ICCROM's Member States and, accordingly, continuously making improvements and changes in our programmes.

Many of the fundamental principles which allowed the positioning of the conservation discipline within the world scene were established from the early days of ICCROM, and are still valid today. We continue to build our programmes based on the strong foundations and legacies of ICCROM's activities over the years, some of which are worth mentioning.

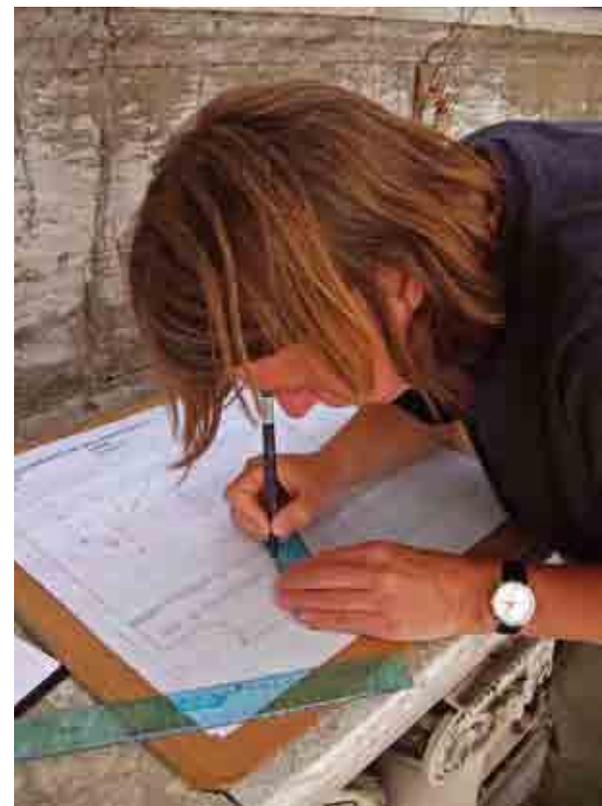
#### Conservation as a cultural issue

Paul Philippot introduced a number of important philosophical issues to the discipline. "Conservation is a cultural decision" was a watershed statement in the history of conservation, and is still applicable today. It is well established that there are communities and societies with different attitudes and approaches to the way they perceive their heritage, and there is no single approach to their conservation. At ICCROM, we are making

a conscious effort to promote this attitude through various means. For instance, while discussing western approaches to conservation, we look at how they have been reflected and used in different parts of the world, and vice versa.

#### Interdisciplinary collaboration

The relationship between numerous disciplines – both theoretical and practical – that influence conservation continues to be at the heart of our thinking. While it is now commonly accepted that working in isolation is not desirable or even acceptable, there is still a need for further training in this direction. Some conservation professionals still work in isolation. Likewise, many large, multidisciplinary teams work in parallel with little sharing of information during the decision-making process or merging of results. Working together, or what is often described as an "integrated approach" to conservation and management of heritage has therefore continued to be a key concept incorporated into all of our activities.



Participant carrying out a documentation exercise during the course on Stone Conservation, Venice, 2009.

Practical exercise during the SOIMA Course on Safeguarding Sound and Image Collections, Rio de Janeiro, Brazil, 2007.



### Preventive conservation

Preventive conservation, promoted from the early moments of ICCROM's existence, seems to have an almost unlimited validity for our discipline, and it is hence integrated into most of our programmes. Preventive conservation not only changed the scale of our work, but has also led to an expansion of our views of heritage and its conservation. The increasing number of threats to cultural (and natural) heritage combined with diminishing resources has led us in the direction of a risk management approach alongside the development of broader policies and focused preventive conservation strategies.

### Programmatic approach

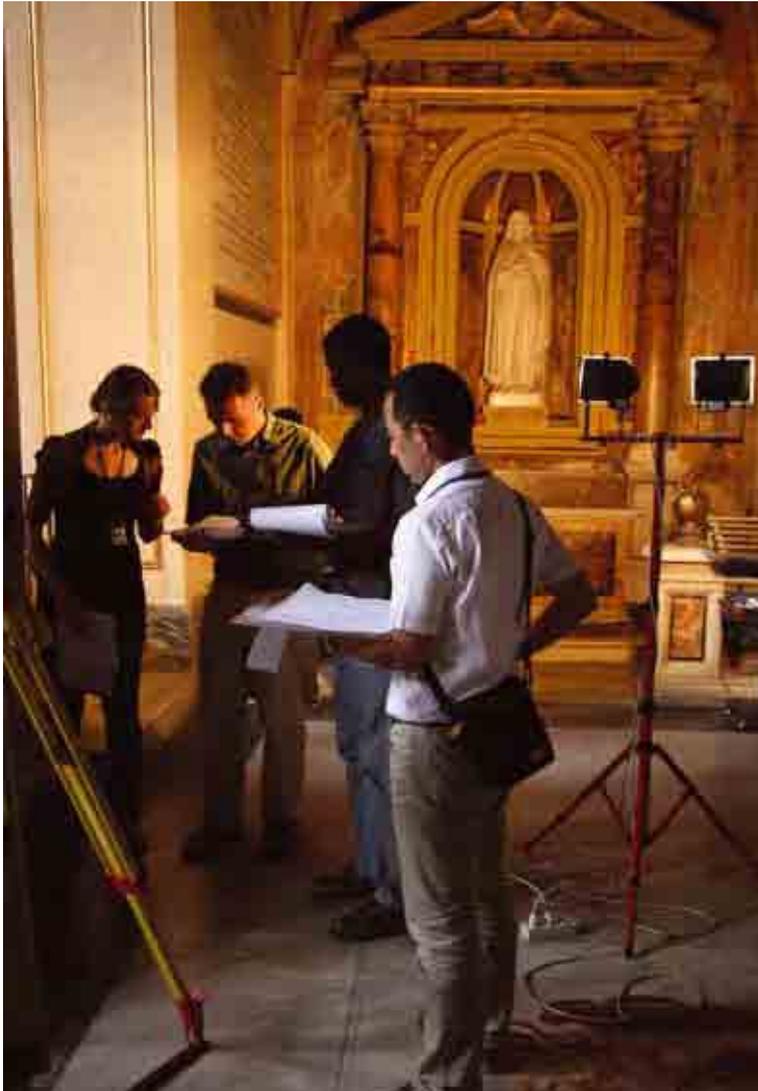
Over the last two decades, ICCROM's activities have strongly evolved in two complementary lines: on the one hand, there are courses and activities aimed at an international audience of conservation professionals from all Member States, and on the other hand, programmes tailored to respond to needs and possibilities of

specific geographic regions. While there has been an effort to maintain a balance of the international and regional activities, the benefits of the latter have become increasingly evident. Through specific ongoing programmes such as AFRICA 2009, CollAsia 2010, ATHAR, LATAM or Living Heritage, the aim has been to target specific needs, taking into account the context and possibilities of the countries involved. The programmatic approach used for their definition, planning and implementation allows a coherent structure to be maintained, and more importantly, permits wide-reaching results that individual activities could not have.

### 3. Looking towards the future

In addition to the long continuity of philosophies and approaches, there have also been a number of issues and shifts derived from changing social, economic, environmental and developmental conditions worldwide. Our conviction is that heritage can and should play an active role in the sustainable development of society. Such notions have been introduced into our research and training activities, and are increasingly showing the benefits that can be achieved if conservation is addressed in new ways. Topics that in the past could have seemed foreign or not immediately linked to the conservation of cultural heritage are now deeply embedded in our programmes, such as sustainability, Millennium Development Goals, HIV and AIDS, conflict resolution, and green technologies. In this perspective, ICCROM, in close collaboration with its invaluable and committed partners, must remain an active player in offering tools for the responsible conservation of our cultural heritage.

The unprecedented situation of globalization has allowed in a certain sense, for the notion of a world common heritage. It also permits a larger number of exchanges and transmission of information, yet numerous challenges still remain. Now more than ever, there is a strong need for keeping long-term views and sustainability in mind. This has forced us to explore better ways of using existing resources and networks. We have also found it particularly important to look deeper into local heritage, ensuring the continuity of various



Practical work at the church of Santa Cecilia, near ICCROM, during the course on Architectural Records, Inventories and Information Systems for Conservation (ARIS), Rome, 2009.



The ICCROM Library remains a fundamental resource for conservation professionals, researchers and students, 2009.

traditions and approaches to heritage, values, and identity. The differences between global views and trends, and local approaches and values are constant, and trying to find the adequate balance is a continuing challenge.

Globalization should not be seen as leading to a homogeneous and single heritage, but rather, an enrichment of how it is perceived, paying particular attention to local groups and cultural diversity. The increasing variation of approaches is leading away from a single model exported from western countries. Instead, it is leading towards a multiplication of actors rather than a few leading figures in conservation. These are healthy signs of a maturing discipline, but much more still needs to be done.

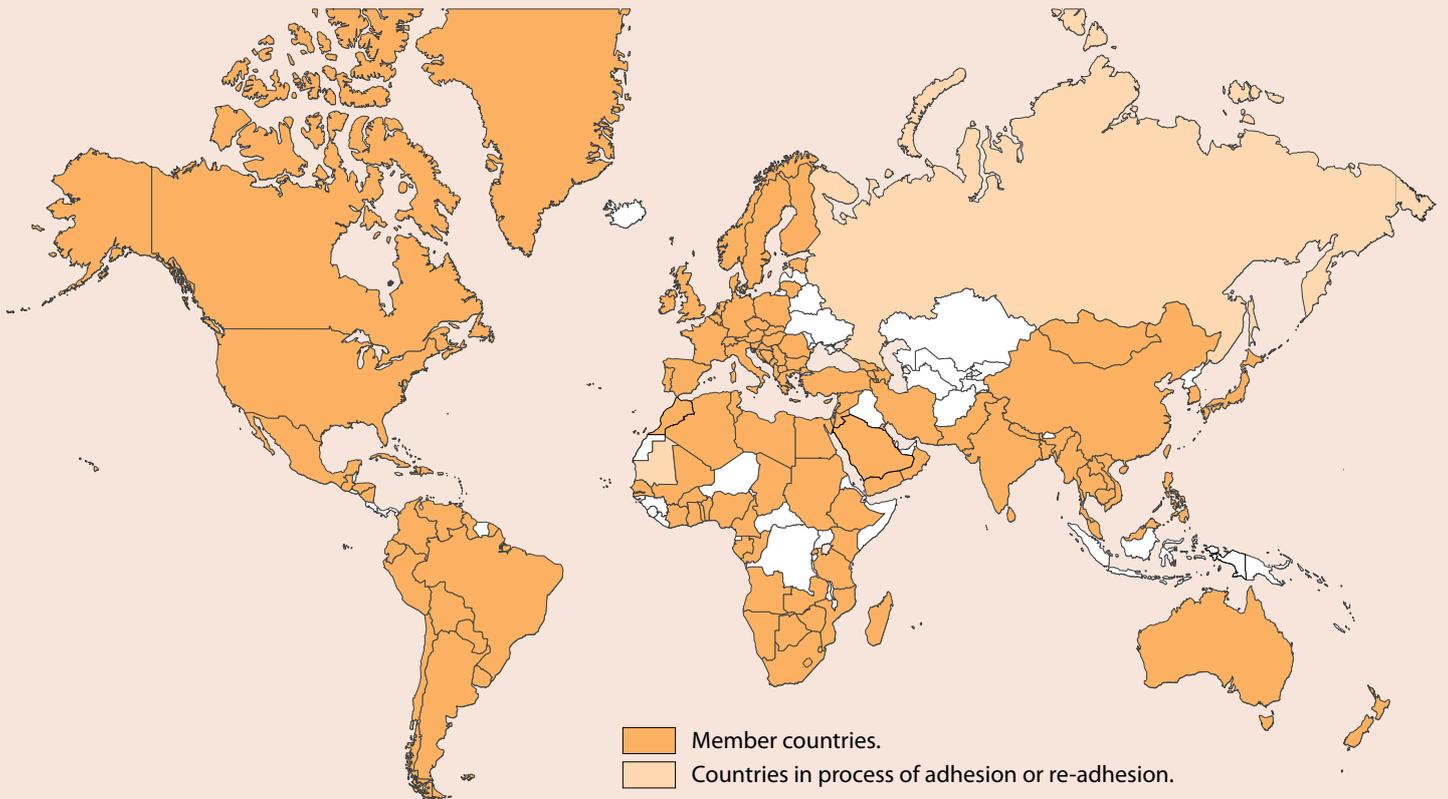
The need for prioritization is essential in a world where access to resources is variable. While we work to strengthen the position of conservation in terms of ensuring adequate funding, our responsibility is also to do as much as possible with what we have. This poses a variety of challenges for an organization such as ICCROM in the face of the requests received from Member States. Prioritization is required to avoid risking that our efforts are being spread too thinly across a broad spectrum of activities, to the point that no significant impact can be made.

Although ICCROM has helped in establishing the discipline of conservation around the world through courses, technical assistance and dissemination of information, this development has not been linear. As a cultural activity, conservation is a constant challenge. There is hence still a need to offer mid-career or senior conservation professionals time off to reflect on their own development and perceptions. There is also a need for broader thinking and the search for new topics and trends, where ICCROM will continue to play its catalyst role.

**ICCROM would like to thank the following people for sending us contributions and images. Although we were unable to include all of them in this edition, we hope to use them in the future and greatly appreciate the memories you shared with us.**

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**ICCROM Member States as of October 2009**



ICCROM (International Centre for the Study of the Preservation and Restoration of Cultural Property) is an intergovernmental organization (IGO), and the only institution of its kind dedicated to the protection and preservation of cultural heritage worldwide, including monuments and sites, as well as museum, library and archive collections. ICCROM fulfils its mission through collecting and disseminating information; coordinating research; offering consultancy and advice; providing advanced training; and promoting awareness of the value of preserving cultural heritage.



United Nations  
Educational, Scientific and  
Cultural Organization

museum  
INTERNATIONAL



**M**USEUM International, published by UNESCO since 1948, is a major forum for intellectually rigorous discussion of the ethics and practices of museums and heritage organizations. The journal aims to foster dialogue between research in the social sciences and political decision-making in a changing cultural environment. It also highlights the role of museums as places for reflection and production of knowledge of the heritage and culture.



→ The journal is published quarterly in five languages: Arabic, Chinese, English, French, and Spanish (e-journal).

→ For more information:  
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Joint issue commemorating ICCROM's 50th Anniversary.