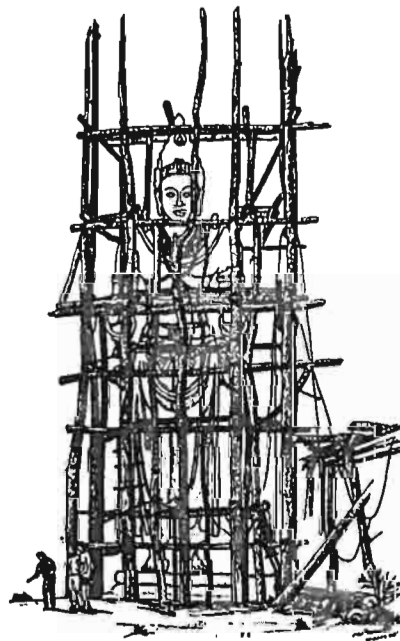


National Committee

# 10th GENERAL ASSEMBLY COLOMBO PROCEEDINGS



# ICOMOS

CONSEJO INTERNACIONAL DE LOS MONUMENTOS Y SITIOS  
CONSEIL INTERNATIONAL DES MONUMENTS ET DES SITES  
INTERNATIONAL COUNCIL ON MONUMENTS AND SITES

1993

# 10th GENERAL ASSEMBLY COLOMBO PROCEEDINGS

**Compiled by**  
Senake Bandaranayake  
Lakshman Alwis  
Nimal de Silva



Consejo Internacional de los Monumentos y Sitios  
Conseil International des Monuments et des Sites  
International Council on Monuments and Sites

This is a record of the proceedings of the 10th General Assembly of ICOMOS that was held in Colombo, Sri Lanka, being the first such General Assembly held in Asia/Oceania. This has been hosted by ICOMOS (Sri Lanka) with every support provided by the Central Cultural Fund. This publication is being released on the occasion of the 11th General Assembly in Sofia, Bulgaria, 3-10 October 1996, sponsored by the Central Cultural Fund and Sri Lanka National Committee of ICOMOS.

First published in 1996 by the Sri Lanka National Committee of ICOMOS - for the International Council on Monuments and Sites, with the financial assistance of the Central Cultural Fund of the Government of Sri Lanka and UNESCO.

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Typesetting: Institute of Computer Technology,  
State Printing Corporation

Printed in Sri Lanka by the State Printing Corporation,  
Panaluwa, Padukka

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**ISBN 955 - 613 - 100 - 0**

Central Cultural Fund Publication No. 203  
Central Cultural Fund, 212/1, Bauddhaloka Mawatha,  
Colombo 7, Sri Lanka, Telefax 94-1-500731

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## Preface

Although ICOMOS had its birth in Europe over thirty years ago, it is only now that it has spread to the ends of Africa, America and Asia/Oceania. It has now a membership in 84 countries, and more nations are fast appreciating the professional value of this International Body.

The steadfast effort of ICOMOS is to see that the highest principles of conservation are applied to the Monuments and Sites of the World. It is precisely for this reason that ICOMOS has been able to interest countries in the five continents of the world to record their efforts so that the rest of the world could share their rich experience in the science of conservation.

Prof. Lakshman Alwis  
President  
ICOMOS, Sri Lanka

Ms. Sita Pieris  
Editor-in-Chief  
ICOMOS, Sri Lanka

Dr. Roland Silva  
President  
ICOMOS

Colombo, 17 April 1996

Cover and Frontispiece: Bodhisattva image at Dambegoda, Sri Lanka, in its final position after the near hundred pieces of stone had been brought together and assembled.

## Préface

Bien qu'ICOMOS soit né en Europe il y a un peu plus de 30 ans, c'est seulement maintenant que son action a pu s'étendre aux frontières de l'Afrique, de l'Amérique et de l'Asie/Océanie. Il possède aujourd'hui 84 pays membres et un nombre rapidement croissant de nations rendent hommage à la valeur professionnelle de ce corps international.

Le constant effort soutenu par ICOMOS est celui de veiller au respect des grands principes de conservation des Monuments et des Sites historiques mondiaux. C'est pour cette raison précise qu'ICOMOS a su intéresser pays des 5 continents du globe à prendre notes de leurs efforts pour que le reste du monde puisse partager leurs riches expériences dans le domaine de la science de la conservation.

Prof. Lakshman Alwis  
Président  
ICOMOS, Sri Lanka

Mme Sita Pieris  
Rédacteur en chef  
ICOMOS, Sri Lanka

Dr. Roland Silva  
Président  
ICOMOS

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## PRESIDENT OF SRI LANKA

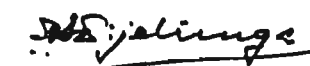
I am pleased to note that Sri Lanka has been selected to be the venue of the Triennial General Assembly of the International Council on Monuments and Sites (ICOMOS). Sri Lanka is heir to six out of 292 World Heritage Cultural Sites. She has worked with UNESCO on one of the largest UNESCO campaigns for the safeguarding of some of the most outstanding archaeological Monuments and Sites in the world.

The 10th General Assesmbly of ICOMOS is being held for the first time in Asia. I find that a large number of our friendly countries of Asia have joined this august body of conservators, including China, Pakistan, Philippines, Thailand and Indonesia.

The distinguished delegates to the conference will get an opportunity to tour the six sites of the Cultural Triangle. They will also get an opportunity to see one of the most spectacular religious pageants in the World, namely, the Kandy Esala Perehera.

I was fortunate to be the Chairman of the Central Cultural Fund until the beginning of May 1993. It is this organisation that has been dealing with the monuments and sites of this country, and co-ordinating with ICOMOS to enjoy the professional and other benefits of this world body.

I take this opportunity to express my deep gratitude to you for the wealth of scientific experience that you have placed before us for the preservation and conservation of the archaeological heritage of Sri Lanka. I trust, that your stay in Sri Lanka will be pleasant and fruitful.



July 08, 1993.

D.B. Wijetunga  
PRESIDENT

## MINISTER OF CULTURAL AFFAIRS AND INFORMATION, SRI LANKA

As the Minister in charge of the Department of Archaeology, National Museums and the Central Cultural Fund, we have a substantial infra-structure to care for the Monumental Heritage in Sri Lanka. The Archaeological Department recently celebrated its 100th year of activity in the Island. The Museum's Department is even older. The Central Cultural Fund, begun within the last two decades, was a forward step towards setting culture on its own feet. We view culture not as the traditional bottomless pit where money is "dumped" with no returns, but rather as a goldmine awaiting excavation. It is with this philosophy for Monuments and Sites that we launched the new Institution.

Consequent to these ambitious levels of cultural development, the trends followed by the international community were also studied in depth in order to dovetail the best that was available in the world for culture and its growth. The result of such action precipitated the UNESCO - Sri Lanka Project of the Cultural Triangle where a 54 million U.S. Dollar investment was envisaged to excavate, conserve and layout the treasures of this land to the religious pilgrims and to the public visitor. In identifying the work programme for this joint venture, it was noted that these sites had some specifics that were outstanding.

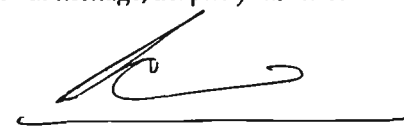
The sites so selected covered the Monastery of Abhayagiriya that was established in the 2nd Century BC and housed 5000 Monks in the 5th century AD. It was a motherhouse to sister organizations located in Java, Burma, Thailand, China and India. The Jetavana Monastery was second, which housed 3000 Monks and built in the 4th Century AD. This site still retains the tallest brick monument in the world with a stupa 404 ft tall. The 12th century Alahana Parivena or University that existed in Polonnaruwa is today in ruins but as an on going institution it was flourishing, while similar institutions were being established in other parts of the world. It taught the arts and the sciences and the hospital at the site revealed surgical instruments and associated equipment. An inscription found elsewhere records the research at such hospitals in that animals found dead within a given radius had to be brought for experimentation. The 5th century water gardens of Sigiriya are the oldest extant remains in Asia.

The five painted caves of Dambulla retains a canvas of over 20,000 sq. ft. Although these were lived in the 3rd Century BC, the paintings have been renovated time and again and the last renovation has been in the 18th century.

Finally, the living ancient capital of Kandy with its sacred Temple of the Tooth, the four devales and the two massive viharas of Malwatte and Asgiriya record rituals and religions extending from Buddhist Hinayana to Mahayana and to Hinduism. Even the Church of St. Pauls and a historic Mosque are within reach of the religious complex. The annual pageant of a perahera with 100 elephants and 5,000 dancers and musicians is a sight that you are likely to witness during your stay in the Island.

I welcome you all from distant lands on the globe, to this paradise island which we love dearly. We trust that you will have an opportunity to share our heritage, despite your short stay.

7th July 1993



W. J. M. Lokubandara  
MINISTER

## MESSAGE OF THE PRESIDENT, ICOMOS SRI LANKA

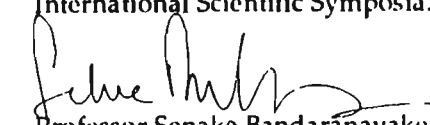
The decision taken - nine years ago in Rostock and Dresden and ratified in Washington three years later - to hold the Tenth General Assembly of ICOMOS in Asia, was a historic one. ICOMOS Sri Lanka considers it a great privilege to host this meeting. The Sri Lankan National Committee has made arrangements for the General Assembly and the associated international scientific symposia, and has also followed up other implications of the 1984 and 1987 decisions, by helping to expand the role of ICOMOS in Asia, and by embarking on a major program of international scientific publications.

The preservation and management of sites, monuments and historic environments has today become a global endeavour. ICOMOS, from its modest but visionary beginnings nearly thirty years ago, has become the world's principal organization of professionals who address themselves to this task.

The geographical expansion of the scope of ICOMOS' work has been accompanied by equally important developments in the theory and technology of conservation, and in the nature of the problems and challenges - as much social, economic and philosophical as they are technical - that ICOMOS members and member organizations confront. One of the principal functions of the General Assembly is to take stock of the changing scale and complexity of ICOMOS' role and to revise and reformulate its overall strategy.

The Sri Lankan National Committee hopes that we have provided appropriate facilities and suitable working conditions for the General Assembly to conduct its deliberations. In collaboration with the Executive and Advisory Committees of ICOMOS and the ICOMOS Bureau, we have endeavoured to prepare an agenda that is relevant and significant.

On behalf of the Sri Lankan National Committee of ICOMOS and the National Organizing Committee of the Tenth General Assembly, I extend a very warm welcome to all delegates and participants in the Tenth General Assembly and International Scientific Symposia.



Professor Senake Bandaranayake  
President, ICOMOS Sri Lanka



## MESSAGE OF THE PRESIDENT- ICOMOS

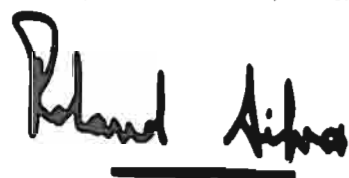
We thank our colleagues who have come to the tenth general Assembly in 1993 from the ends of the world to grace the soil of Asia and Oceania and thereby, to fulfil a notion that ICOMOS is truly universal. We, at the same time, salute our neighbours in Asia and Oceania in encouraging our professional brothers to assemble in Sri Lanka. We trust, that our guests, will find the new experience of Asia and Oceania to be sympathetic to international professional practices covering the care of Monuments and Sites.

It is with pride, that we record the love of this professional group, for the oldest creations of Man, namely, his shelter. It is not without reasoned thought that Ruskin was compelled to admit that architecture was, indeed, the mother of all arts. We, as the custodians of the earliest creations of Man, should be much at ease amidst the variants of such design in a changing world of form and function in the march of time.

We are proud that the people of Sri Lanka have, throughout, respected and treasured the memory of their built environment. If the head of State of Sri Lanka is there to welcome the professionals of heritage, it is only a further confirmation of this refined practice of respect for culture and the cultured.

The move of the ICOMOS General Assembly from Europe to the further west in 1987, and then from west to east in 1993, only consolidates a Sri Lanka resolution at the Seventh General Assembly in Rostock and Dresden. Let us reaffirm this feeling more by asserting further this trend towards universality, by underlining the need to move from Asia to Europe in 1996, and then from north to south in 1999. It will, indeed, be that happy day, when our professional brothers and sisters of distant Africa can welcome this oldest guild of culture, to their friendly homes in the fourth continent.

July 7, 1993.



Roland Silva  
President, ICOMOS

## MESSAGE OF THE SECRETARY GENERAL - ICOMOS

This General Assembly marks a significant turning point for ICOMOS. It is the first time in the organisation's history that ICOMOS has sought to bring its professionals together for exchange in Asia; indeed, it is the first time the ICOMOS General Assembly has met outside the "west", and only the second time outside Europe. This General Assembly then provides a signal opportunity for long time ICOMOS members to learn from Asian approaches to cultural heritage conservation, but more importantly, for Asian professionals in the field to increase their participation in the conservation debate, and to contribute to articulating and extending our appreciation of the universal aspects that should guide all work in the field.

The desire to bring a full measure of global representativity to ICOMOS is a goal which has inspired the Sri Lanka National Committee for many years. While ICOMOS members have long supported calls to improve regional representation within the organisation, the Sri Lankan National Committee was among the first to suggest practical means to get beyond the rhetoric, by inviting ICOMOS to bring its principal forum to Asia. Roland Silva, the President of ICOMOS, was behind such early efforts in his former role as President of the Sri Lankan National Committee and has continued to propose that ICOMOS extend its influence in other under-represented regions through similarly pragmatic approaches.

This approach recognizes at the same time both the fundamental nature of ICOMOS - an organisation which uses exchange among members to improve the quality of our professional work - and the necessity to offer potential members tangible benefits in their day-to-day practice. ICOMOS has too often counted on lofty words and high-level contacts to mobilize such interest; the success of the Sri Lankan meeting demonstrates the practical utility of bringing professionals together through debate to define their common goals.

As the organisation's Secretary-General, I would like to welcome every member of ICOMOS to an event which offers so much to the organisation today, but also in our future, in providing a model for others to follow. I would also like to join with you in extending our deepest appreciation to our hosts, the Sri Lanka National Committee, for the decade of effort that has culminated in ICOMOS' 10th General Assembly.



Herb Stovel  
Secretary-General, ICOMOS

# PROGRAMME

## ICOMOS 10TH GENERAL ASSEMBLY

### COLOMBO, SRI LANKA 1993

#### PRE GENERAL ASSEMBLY

27th July, Tuesday

##### Executive Committee - Hall "B"

0900 hrs. Joint Bureau and Executive Committee Meeting  
Registration  
1230 hrs. Lunch  
1400 hrs. Joint Bureau and Executive Committee Meeting  
1700 hrs. Adjourn

28th July, Wednesday

##### Advisory committee - Hall "A"

0900 hrs. Advisory committee Meeting  
Registration  
1230 hrs. Lunch  
1400 hrs. Joint Executive and Advisory Committee Meeting  
1700 hrs. Adjourn

##### Getty Conservation Institute - Hilton Hotel - Those Registered

1200 hrs. Welcome and Introduction : Mr. Miguel Angel Corzo  
1230 hrs. Self-introductions : Participants  
1300 hrs. Lunch  
1400 hrs. Update of new activities, resultant from the Hawaii meeting.  
1500 hrs. Topic A  
Legal Protection - Strategies for self effective protection ; What is new ?  
- Illicit trafficking of movable Cultural Heritage  
- Zones or monuments : Strategies for effective protection  
- Efforts to mitigate deterioration to archaeological sites and historic monuments  
1700 hrs. Adjourn

29th July, Thursday

##### International Scientific Committee - Hall "A", Hall "B", Hall "C", Hall "D", Hall "E", Hall "F", Cinema Hall and Cinema Lounge

0900 hrs. Joint Bureau and Executive Committee Meeting and Advisory Committee Meeting  
Meetings of International Scientific Committees  
Registration

##### Getty Conservation Institute - Hilton Hotel - Those Registered

0900 hrs. Topic B  
Tourism and Visitors  
- Cost and benefits  
- Site management; examples  
- Visitor management in historic centres  
1015 hrs. Tea  
1045 hrs. Topic C  
Mitigation of threats  
- Urban issues - infrastructure, sewerage, physical impact of pollution and building incursion  
- Tourism as threat  
- Development in historic centres  
- Inappropriate policy  
1200 hrs. Lunch on own

1400 hrs. Topic D  
Public Education  
- Local population  
- Tourists  
- Public education / sensitization to issues of heritage protection  
1515 hrs. Tea  
1545 hrs. Topic E  
Training  
- Ideas generated in Hawaii: any developments since then ? plans?  
1630 hrs. Summarization Session  
Discussion and wrap-up  
1700 hrs. Adjourn

#### GENERAL ASSEMBLY

30th July, Friday

##### Business Sessions - Main Assembly Hall

0845 hrs. Registration  
0900 hrs. Plenary meeting, Business Sessions.  
Presiding, Vice President, 9th General Assembly - Madame Blanche Weicherding  
Welcome Address, Vice President, 9th General Assembly - Madame Blanche Weicherding  
(30 min) Adoption of Agenda, 10th General Assembly  
Election of President, 10th General Assembly - Prof. Senake Bandaranayake  
Election of three Vice Presidents, 10th General Assembly  
Appointment of Chairman and four members (each of different nationalities):  
(15 min) Committee on Candidatures (1 + 4)  
Committee on Credentials (1 + 4)  
Committee on Resolutions (1 + 4) Mr Elliott Carroll and others  
Committee on Programme and Budget (1 + 4)  
Ad hoc Committees (1 + 4)  
(45 min) Statements by International Bodies :  
UNESCO, WHC, ICOM, ICCROM, UNDP, WFP, Europa Nostra, Jeunesse & Patrimoni and Getty  
1030 hrs. Tea  
1045 hrs. Summary Triennial Reports  
(15 min) President, ICOMOS  
(30 min) Secretary General, ICOMOS  
(15 min) Treasurer General, ICOMOS  
1145 hrs. Future Plan  
(15 min) Presentation, ICOMOS Future Plan - Ms. Lisbeth Saaby  
(60 min) Open Forum  
Discussion  
Triennial Reports and other listed subjects  
1300 hrs. Adoption of Reports  
Eger Principales, Guidelines on Training and Future Plan.  
1330 hrs. Lunch on own

##### Opening Ceremony - Main Assembly Hall

1545 hrs. Photograph  
Delegates to assemble on the steps of the BMICH  
1600 hrs. Arrival of His Excellency D. B. Wijetunga, President of Sri Lanka and group photograph of the ICOMOS members on the steps of the BMICH  
1615 hrs. Inaugural Lamp Lighting Ceremony  
1620 hrs. Viewing the World Heritage Exhibition  
Address  
1645 hrs. Statement : President, ICOMOS  
1700 hrs. Statement : Secretary General, ICOMOS



1730 hrs. Statement : Senior most Past President, ICOMOS  
 1740 hrs. Statement : President, 10th General Assembly  
 Introduction : His Excellency, Dingiri Banda Wijetunga, President, Sri Lanka  
 Address : His Excellency, President, Sri Lanka.  
Presentations  
 1825 hrs. Awarding : Gazzola prize : Madam Pia Gazzola  
 Announcement : Honorary members ; Mr Andras Roman  
Social  
 1830 hrs. Tea  
 1900 hrs. Cultural Pageant  
 2000 hrs. Welcome Dinner  
 2200 hrs. Meetings of Committees  
 Candidatures, Credentials, Resolutions, Programme and Budget, Ad hoc Committees.

31st July, Saturday

## CULTURAL SYMPOSIUM

Heritage of Asia and Oceania - Main Assembly Hall

International Chairman - Dr. Kiyotari Tsuboi  
 National Chairman - Dr. H.A.P. Abeywardene  
 Rapporteur - Ms. Joan Domicelj  
 Co-ordinator - Mr. Indrajith Kuruppu

### Session 1

0845 hrs. Dr. Siran Deraniyagala - Introduction  
 0850 hrs. Dr. Rafique Mughal - Harappan Cities  
 0905 hrs. Prof. Srisakra Vallibhotama - The Moated Settlements of North Eastern Thailand  
 0920 hrs. Dr. M.K. Dhavalikar - Rock-cut Temples of Western India  
 0935 hrs. Dr. Chang Qing - Early Timber Architecture in China  
 0950 hrs. Prof. Yukio Nishimura - Historic Sites and Monuments in Japan  
 1020 hrs. Discussion  
 1030 hrs. Tea

### Session 2

1100 hrs. Dr. Adrian Snodgrass - The Mandala in Asian Architecture  
 1115 hrs. Prof. Fareed Khan - Gandharan Monasteries of Pakistan  
 1130 hrs. Prof. Senake Bandaranayake - Early Urban Form in Sri Lanka  
 1145 hrs. Dr. Nagaraja Rao - Vijayanagara City of Victory  
 1200 hrs. Dr. Truong Quoc Binh - The Conservation of Hue  
 1215 hrs. Discussion  
 1230 hrs. Lunch on own

### Session 3

1330 hrs. Prof. Makoto Nakamura - Prehistoric Background of Japanese Rock Gardens  
 1345 hrs. Dr. Pinna Indorf - Indonesian House Forms  
 1400 hrs. Mr. Didier Repellin - Heritage and Human Challenge - Cambodia  
 1415 hrs. Mr. Architect Romi Khosla - Tibetan Monasteries Beyond the Himalayas : Some Problems of the Venice Charter  
 1430 hrs. Mr. Jonathan Mane-Wheoki - Whare Whakairo of Aotearoa - New Zealand  
 1445 hrs. Discussion

1500 hrs. Tea

### Session 4

1530 hrs. Dr. Shaphalya Anantya - The Palace of Gorkha  
 1550 hrs. Architect Yasmeen Lari - British - Colonial architecture - Case Study Karachi  
 1610 hrs. Dr. Peter Emmett - Hyde Park Convict Barracks, Sydney, Australia  
 1630 hrs. Prof. Jennifer Taylor - Conservation and the Ephemeral : Representing the Contemporary in Japanese Architecture  
 1650 hrs. Discussion  
 1730 hrs. Visit  
 National Museums, Colombo  
 1800 hrs. Public Lecture  
 "Why do we preserve our monumental patrimony today" - Baron Professor Raymond Lemaire, Alliance Francaise, 11, Barnes Place, Colombo 7.

## SCIENTIFIC SYMPOSIA

1st August - Sunday

### Session 1

Archaeological Heritage Management Main Assembly Hall	Cultural Tourism Main Assembly Hall	Conservation Economics Main Assembly Hall
0900 hrs. Chairman : Prof. Senake Bandaranayake 0905 hrs. Keynote Address : Dr. Arthur C. Clarke 0930 hrs. Archaeological Heritage Management - Chairman, Dr. Pierre Nadon 0950 hrs. Cultural Tourism - Chairman, Mr. Roberston Collins 1010 hrs. Conservation Economics - Chairman, Prof. Nathaniel Lichfield 1030 hrs. Tea		

### Session 2

Archaeological Heritage Management Main Assembly Hall	Cultural Tourism Hall "A"	Conservation Economics Hall "B"
International Chairman - Dr. Pierre Nadon National Chairman - Dr. Siran Deraniyagala Rapporteur - Dr. Henry Cleere Co-ordinator - Mr W.H. Wijepala <b>Group 1 - Management Strategy</b> 1100 hrs. Prof. Senake Bandaranayake - Research, Retrieval Technology and the Management of Archaeological Resources 1115 hrs. Dr. Michael Jansen - Documentation and Conservation at Moenjodaro. A Concept of Management 1130 hrs. Dr. G. Deivanayagam - Heritage Management, Tamil Nadu, India. 1145 hrs. Mr Jane Lennon - Interpreting Historic Gold Mining Sites to Visitors in Victoria, Australia. 1200 hrs. Mr. Gamini Wijesuriya - Managing the Living, Archaeological Heritage in Sri Lanka. 1215 hrs. Discussion	International Chairman - Mr Robertson Collins National Chairman - Mr Gamini Wijesuriya Rapporteur - Mr Russel Keune Co-ordinator - Mr D.B. Navaratne 1100 hrs. Mr Robertson Collins - Introduction to Cultural Tourism <b>Group 1 - Developing Cultural Tourism Programs</b> 1115 hrs. Mr Peter James - The Role of ICOMOS in Cultural Tourism at World Heritage Sites 1130 hrs. Dr. Martin Froelich - Is There a Tourist Culture ? 1150 hrs. Sir Bernard Feilden - Conservation and Tourism 1210 hrs. Mr Davapriya B. Navaratne - Cultural Tourism and Visitor Effects on the Local Population with Special Reference to the Cultural Triangle	International Chairman - Prof. Nathaniel Lichfield National Chairman - Mr Thilan Wijesinghe Rapporteur - Sir. F.N. Golding Co-ordinator - Mr Chandana Ellepola <b>Group 1 - Identification and Valuation of the Cultural Built Heritage</b> 1100 hrs. Mr Thilan Wijesinghe - A Proposed Methodology for Measuring the Economic Value of Cultural Monuments 1130 hrs. Mr Indrajith Kuruppu - Valuing the Sri Lankan Cultural Landscape : An Environmental - Economic Approach 1200 hrs. Prof. Elvira Petroncelli - Historic Center and Territorial Systems : Some Examples

## Excursion

Vist to Kandy Perahera

1300 hrs. Departure from the Conference Hall, to the World Heritage City of Kandy, to watch the Esala Perahera. Box lunch en-route and dinner at Kandy.

## 2nd August - Monday

### Session 3

Archaeological Heritage Management Main Assembly Hall	Cultural Tourism Hall "A"	Conservation Economics Hall "B"
<b>Group 2 - Education and Training</b> 0900 hrs. Dr. Brian J. Egloff - Educating to value Different Perspectives of Australia's Cultural Heritage 0915 hrs. Mr John Wood - So Important, But how should we do it? Education, training and professional development for Archaeological Heritage Conservation 0930 hrs. Mr Panu Kalla - Conservation training of students of architecture in Finland. 0945 hrs. Mr Tadateru Nishiura - Results of the Seminar on the Conservation of Asian Cultural Heritage 1000 hrs. Mr Tim Whalen - Getty Grant Program 1015 hrs. Discussion 1030 hrs. Tea	Group 1 - Continued 0900 hrs. Mr Graham Brooks - Visitation to Major Heritage Sites - Some Essential Planning Consideration 0920 hrs. Mr Barry Lord - Cultural Tourism 0940 hrs. Mr Athula Amarasekera - Managing Visitors at Cultural Sites with Special Reference to Dambulla and Anuradhapura, World Heritage Sites of the Cultural Triangle of Sri Lanka 1000 hrs. Discussion 1030 hrs. Tea	<b>Group 2 Economic Planning for Conservation</b> 0900 hrs. Mr Peter van Dun/Mr Rob Doctor - The Urban Heritage as a Cultural, Social and Economic Asset 0920 hrs. Mr Yuri Kalinichenko/Mr Daryl Fowler - Russian Heritage, A New Route out of the Past 0940 hrs. Mr Jean-Marie Vincent/Ms. Valery Palin - Patrimoine Culturel et Tourisme en France 1000 hrs. Ms. Christiane Schmuckle - Mollard/Mr Françoise Mosser - Monuments ouverts au Public 1020 hrs. Discussion 1030 hrs. Tea

### Session 4

Archaeological Heritage Management Main Assembly Hall	Cultural Tourism Hall "A"	Conservation Economics Hall "B"
<b>Group 3 - Case Studies</b> 1100 hrs. Prof. Nimal De Silva - Polonnaruwa: Case Study 1115 hrs. Mr Indrajith Kuruppu - The Historic Centres of Galle, Colombo and Kandy: Facets of Sri Lankan Urbanization 1130 hrs. Prof. Andrzej Gruszecki - Re-building of the Old Town in Warsaw - The World Heritage 1145 hrs. Ms. Anna Gilibert - Les Places Des Sultans 1200 hrs. Mr John H. Stubbs - Angkor and the World Monuments Fund 1215 hrs. Discussions 1230 hrs. Lunch on own	<b>Group 2 - Cultural Tourism and Development</b> 1100 hrs. Mr E.R. van Brederode - The Importance of Heritage Days for the Care of Monuments and Historic Buildings 1120 hrs. Prof. Teresa Colletta - Cultural Tourism as a Tool for the Diffusion of Knowledge of Southern Italy 1140 hrs. Mr Francois Leblanc - Regional Natural Parks of France and Heritage Region of Canada: Two New Approaches for Developing Sustainable Tourist Attractions 1200 hrs. Discussion 1230 hrs. Lunch on own	<b>Group 3 - Evaluation and Choice of Options</b> 1100 hrs. Mr Pietro Rostirolla - Evaluation as a Decision Support Systems: An Interactive Multicriteria Approach 1130 hrs. Mr Godfrey Gunatilleke - Economics of Conservation - Approaches to the Evaluation of Costs and Benefits 1200 hrs. Discussion 1230 hrs. Lunch on own

### Session 5

Archaeological Heritage Management Main Assembly Hall	Cultural Tourism Hall "A"	Conservation Economics Hall "B"
<b>Group 4 - Documentation and Research</b> 1400 hrs. Mrs Nihal Uluengin & Mr Bulent Uluengin - Specific Problems Related to Surveying and Recording Works in Makkah 1415 hrs. Prof. Gustaf Trotzig - Applied Research: The Backbone of Archaeological Heritage management 1430 hrs. Ms. Barbara C. Timken - World Heritage Education: A Prototype for Teaching Young People 1445 hrs. Ms. Marilyn Truscott - Local Community and Cultural Heritage Management in Australia 1500 hrs. Mr Mohan Abeyratne - Thermoluminescence Dating of Sri Lankan Archaeological Sites 1515 hrs. Discussion 1530 hrs. Tea	<b>Group 3 - Local and National Projects</b> 1400 hrs. Mr Spencer Lenneweber - Hawaii's Plantation Village 1420 hrs. Prof. M. Rohanadeera and Dr. C.K.M. Deheragoda - Cultural Tourism in the mainstream of Higher Education in Sri Lanka 1440 hrs. Mr Nihal Uluengin - Integration of New Touristic Buildings Planned to take Place in Sites with natural, Historic and Cultural values: The Case of the Aegean Region in Turkey. 1500 hrs. Mr Roland Gill - The Architectural and Urban Heritage of Jakarta: A Case Study for Planning for Cultural Tourism in Cities in Indonesia. 1520 hrs. Discussion 1530 hrs. Tea	<b>Group 4 Implementation of Conservation/1</b> 1400 hrs. Sir F.N. Golding - Intervention for Conservation in a Mixed Economy: Policy and Practice in the United Kingdom 1425 hrs. Mr M. Hamilton Morton, Jr. - Update on U.S. Rehabilitation Tax Credits and the Transfer of Development Rights (TDR) 1450 hrs. Ms Sonja Lyneham/Ms. Sharon Sullivan - Tax Incentives in Conservation Economics 1515 hrs. Discussion 1530 hrs. Tea

### Session 6

Archaeological Heritage Management Main Assembly Hall	Cultural Tourism Hall "A"	Conservation Economics Hall "B"
<b>Group 5 - Management Problems</b> 1600 hrs. Mr Laszlo Agosthazi - Monuments as Managing Factors in Forming Townscape 1615 hrs. Dr. Mihaly Zador - Twenty Years of Experiences in the Training in Monuments Preservation - At the Technical University of Budapest 1630 hrs. Mr Richard Mackay - Statutory Protection and Predictive plans- Archaeological Heritage management in Sydney 1645 hrs. Mr M.D. Lalchandra - Problems and Possible Solutions on Cultural Management 1700 hrs. Mr Gyongy Foldenyi - Problems of the Conservation of Decorative parts (Floor and/or stained glass windows) of Architectural Monuments 1715 hrs. Discussion	<b>Group 3 - Continued</b> 1600 hrs. Mr Guy Wiltcher and Mr Frances B. Attandy - Bandung Society for Heritage Conservation - A case Study Illustrating the Involvement of an NGO for Heritage Management in Indonesia 1620 hrs. Ms Elizabeth Kovacs - Reconstruction of a Hungarian Art Gallery 1640 hrs. Ms. Nanna Cuatliugguis - Cultural Tourism in Sweden 1700 hrs. Discussion	<b>Group 4 - Implementation of Conservation/2</b> 1600 hrs. Mr Gabor Winkler - New Trends of Economics in Renewal of Old Historic Towns in West Hungary 1625 hrs. Mr Melinda Seyler - Including the Individual: Individual Incentives in Heritage Preservation 1650 hrs. Dr. Iva Curk - Economics in the Conservation Process: Several Experience from Slovenia 1715 hrs. Discussion

### 1800 hrs. Public Lecture

"Principles of Monument Conservation, Including Urban Renewal" -Professor Dr. M. Petzet, German Cultural Institute, Gregory's Road, Colombo 7.

### 3rd August - Tuesday

#### Session 7

Archaeological Heritage Management Main Assembly Hall	Cultural Tourism Hall "A"	Conservation Economics Hall "B"
<b>Group 5 - Continued</b>	<b>Group 3 - Continued</b>	<b>Group 6 - Financing Conservation</b>
0900 hrs. Mr. Vassilis Ganiatsas - Heritage Management Through Contemporary Design - A Philosophical Approach	0900 hrs. Dr. Andras Roman - Historic Towns and Tourism	0900 hrs. Prof. Jean-Louis Luxen - Le Financement de la Conservation
0915 hrs. Ms. Erzebest Cleve Harrach - The Image of Hungarian Cultural Sites on the Example of the Country Vas	0920 hrs. Ms. Ann Webster Smith - Cultural Tourism and Historic Hudson Valley	0920 hrs. Ms. Arlene K. Fleming - Expanding Resources and Responsibility for Conserving the World's Cultural Sites and Monuments
0930 hrs. Ms. Carolyn E. Hansen - Sustainable Development and its Relation to Heritage Management: A Planning Theme	0940 hrs. Dr. Walter Jamieson - Planning for Small Town Cultural Tourism	0940 hrs. Ms. Janet O'Hare - Financing Preservation - A Local Government Initiative
0945 hrs. Prof. Andrzej Tomaszewski - An International Strategy for Cultural Heritage	1000 hrs. Discussion	1000 hrs. Mr. Peter Wallman - Conservation Economics
1000 hrs. Sir Bernard Feilden - Management of Our Cultural Heritage	1030 hrs. Tea	1020 hrs. Discussion
1015 hrs. Discussion		1030 hrs. Tea
1030 hrs. Tea		

### 3rd August - Tuesday

#### Session 8

Archaeological Heritage Management Main Assembly Hall	Cultural Tourism Main Assembly Hall	Conservation Economics Main Assembly Hall
Chairman : Prof. Senake Bandaranayake		
1100 hrs. Archaeological Heritage Management Rapporteur : Dr. Henry Cleere		
1120 hrs. Cultural Tourism Rapporteur : Mr Russell Keune		
1140 hrs. Economics of Conservation Rapporteur : Sir. Francis Golding		
1200 hrs. Rapporteur General - Mr Abdelaziz Daoulatti		

### Excursion

#### Vist to Galle Fort

1300 hrs. Departure from the Conference Hall, to the World Heritage City of Galle. Box lunch en-route, tea on the Fort, Ramparts, hosted by the Department of Archaeology and dinner at a Beach Resort.

### 4th August Wednesday

#### Business Sessions - Main Assembly Hall

0900 hrs. **Resumption** : Business Session  
Presiding : President, 10th General Assembly - Prof. Senake Bandaranayake.  
Report : Committee on Credentials and Recommendations  
(30 min) Report : Committee on Candidatures and Recommendations  
0945 hrs. **Election**: Procedures - Ms. Ann Webster-Smith  
1000 hrs. Election: Officers and Executive Committee ICOMOS, Delegates Lounge  
Report: Programme and Budget Committee  
1030 hrs. Report: Ad hoc Committee  
Open Discussion and Hand or Voice Vote on Statute Amendments  
1230 hrs. **Announcement**: Results ICOMOS Elections, President, 10th General Assembly, Prof. Senake Bandaranayake  
1330 hrs. Lunch on own  
1500 hrs. Presiding: President, 10th General Assembly, Prof. Senake Bandaranayake  
(15 min) **Remark**: President Elect  
(30 min) **Report**: Resolutions Committee: Mr Elliott Carroll  
(60 min) Discussion and Adoption: Resolutions  
**Invitation**: 11 th General Assemble 1996  
(15 min) Invitation: 12th General Assembly 1999  
1700 hrs. Close: 10th General Assembly  
1730 hrs. **Public Lecture**  
"Conservation of the Capital in Washington" - Mr Elliott Carroll, USIS, 44, Galle Road, Colombo 3.  
1800 hrs. Meeting of newly elected Executive Committee  
**Public Lecture**  
"Mounments and Conservation in Different Regions of the World" - Sir Bernard Feildon, British Council, Alfred House Gardens, Colombo 3.  
2000 hrs. **Gala Dinner**: Hotel Lanka Oberoi

### POST - GENERAL ASSEMBLY

#### 5th - 7th August (Thursday/Saturday)

#### National Tour

0600 hrs. Pick-up at hotels for National Tour of the World Heritage Sites of Anuradhapura, Polonnaruwa, Sigiriya and Dambulla. Return to Colombo 7th August. Details are given separately.

#### 8th - 10th August (Sunday/Tuesday)

#### Workshops and Specialized Visits

Post General Assembly Specilized Visits. Details are given separately  
Post General Assembly Workshops. Details are given separately.



## ICOMOS ACCOMPANYING GUESTS PROGRAMME

- Friday 30th July - **1545 hrs** - Opening ceremony  
Bandaranaike Memorial International  
Conference Hall. Followed by the  
Inaugural dinner.
- Saturday 31st July - Spouses to join the delegates at the  
Symposium on Heritage of Asia and  
Oceania.  
Lunch and Dinner - own arrangements.
- Sunday 1st July - **0800 hrs** - Full Day excursion to Kandy,  
visit the Elephant Orphanage - Pinnawela,  
enroute and have lunch at Topaz or  
Tourmaline Hotel, Kandy.  
  
Late evening-Join up with delegates for  
dinner at Queens Hotel and thereafter,  
witness the Kandy Perahera. Return to  
Colombo in the night.
- Monday 2nd August - A tour of the hotel organized by the Public  
Relations Department, followed by a city  
tour of Colombo covering areas of:  
Archaeological, Monumental, and other  
places of interest such as:  
  
The Kelaniya Rajamaha Vihara, Sri  
Muthumariam Kovil, St. Lucias  
Cathedral, Kotahena, Mosque in  
Wolfendhal, Town Hall, Residential  
Areas, Colombo Museum and the Dutch  
Museum, Keppetipola Housing Complex,  
The Parliamentary Complex, Mission to  
Seaman's Church, Independence Square.  
Lunch and Dinner - own arrangements.
- Tuesday 3rd August - **0800 hrs** - Drive down the coastal road to  
Coral Gardens, Hikkaduwa for lunch. See  
Turtle Hatchery Farm and other places of  
interest enroute.  
  
Evening - Delegates will join up at the  
Galle ramparts for tea and later for  
dinner at Coral Gardens and at the  
Reefcomber Hotel, Hikkaduwa.
- Wednesday 4th August - **1000 hrs** - Tour of shopping centres at  
Laksala, Majestic City, Barbara Sansonis,  
Liberty Plaza.  
1500 hrs - Tittle Tattle Tea Function at The  
Colombo Hilton Pool Side (Weather  
Permitting)  
1630 hrs - Fashion Show (with local Fab-  
rics)  
Evening - Cocktails and Gala Dinner at The  
Lanka Oberoi Hotel.

## ICOMOS National Tour

### Option One

- 5.8.93 : 0600 hrs departure for Habarana via the World Heritage Site of Dambulla. Lunch at Habarana Lodge/Village.  
Thursday Approximate distance: 180 km  
1400 hrs Excursion to World heritage site of Polonnaruwa.  
Dinner and overnight: Habarana Lodge/Village  
Approximate distance: 85 km
- 6.8.93 : 0700 hrs proceed for a full day visit to the World Heritage site of Anuradhapura.  
Friday Lunch at Anuradhapura.  
Afternoon, continue visiting monuments at Anuradhapura.  
Dinner and overnight: Habarana Lodge/Village.  
Approximate distance: 130 km
- 7.8.93 : 0700 hrs visit the World heritage site of Sigiriya.  
Saturday Lunch at Habarana Lodge/Village.  
Approximate distance: 50 km  
Afternoon, departure for Colombo.  
Approximate distance: 180 km

### Option Two

- 5.8.93 : 0600 hrs departure for the World Heritage site of Anuradhapura. Lunch at Anuradhapura.  
Thursday 1430 hrs continue with visit of the monuments of Anuradhapura.  
Dinner and overnight: Tissawewa, Nuwarawewa/Miridiya/Rajarata  
Approximate distance: 224 km
- 6.8.93 : 0700 hrs leave for the World Heritage site of Polonnaruwa. Lunch at Polonnaruwa.  
Friday Approximate distance: 110 km  
1400 hrs continue sightseeing of Polonnaruwa.  
Dinner and overnight: Polonnaruwa/Giritale/Sigiriya/Hotel Amalian Niwas/ Royal Lotus  
Approximate distance: 20 km
- 7.8.93 : 0700 hrs leave for the World Heritage site of Sigiriya. Lunch at Sigiriya.  
Saturday Approximate distance: 85 km  
1300 hrs visit the World Heritage site of Dambulla and proceed to Colombo.  
Approximate distance: 150 km

### Option Three

- 5.8.93 : 0600 hrs leave Colombo for the World Heritage site of Dambulla. Lunch at Sigiriya.  
Thursday Approximate distance: 210 km  
1400 hrs visit the World Heritage Site of Sigiriya.  
Dinner and overnight: Polonnaruwa/Giritale/Sigiriya/Hotel Amalian Niwas/ Royal Lotus  
Approximate distance: 150 km
- 6.8.93 : 0700 hrs leave for the World Heritage site of Polonnaruwa. Lunch at Polonnaruwa.  
Friday 1400 hrs leave for Anuradhapura.  
Dinner and overnight: Tissawewa, Nuwarawewa/Rajarata/Miridiya/Anuradhapura  
Approximate distance: 195 km
- 7.8.93 : 0700 hrs sightseeing of monuments of the World Heritage site of Anuradhapura. Lunch at Anuradhapura.  
Saturday 1400 hrs departure for Colombo.  
Approximate mileage: 215 km

### ANURADHAPURA

Anuradhapura is Sri Lanka's ancient capital, 5th century B.C. - 9th century A.D. and the centre of the island's Buddhist civilization in antiquity and interest, it is the equal of any ancient 'buried city'. The island's oldest Buddhist shrines - some dating back to the 3rd century B.C. are found here. Impressive white 'Dagabas' (relic chambers) and monuments, embellished with handsome stone carved sculpture the oldest documented tree on earth - the Sri Maha Bodhi (over 2000 years old), pleasure gardens; beautifully executed Buddha images - stone baths and ponds; a superb irrigation system of reservoirs and canals, are the attractions of Anuradhapura.

### POLONNARUVA

Sri Lanka's medieval capital (11th-12th century); it is a well preserved city with handsome shrines, temples, palaces, adorned with lavish ornamentation and sculpture the most famous being the elegant Gal Vihara group of four rock cut statues of the Buddha, a veritable feast for photographers. Polonnaruwa also has a marvellous medieval irrigation system, including a vast 12th century reservoir of 5,940 acres.

### SIGIRIYA

The enormous 600-foot high rock, was the fortress of a fugitive king of Sri Lanka in 477 A.D. and today Sigiriya is a treasure trove of rare art. Midway in a natural crevice on the rock and famous frescos of the 'Heavenly Maidens of Sigiriya' are remnants of an enormous gallery which once contained five hundred figures.

### DAMBULLA

Rock temple dating to the 3rd century B.C. The view from the top of this 500 ft high rock mass is breathtaking, a series of caves have been turned into shrines. There are numerous images of the Buddha and life size figures of other Gods. The most impressive is the 47 ft long, recumbent statue of the Buddha cut out of rock. The ceiling of the caves are covered with paintings which depict the style of the art of the periods when they were done.

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**10th General Assembly**  
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Ms Arlene K Fleming

Ms Janet O' Hare

Ms Maria Papageorge

Mr Edward Echeverria

Mr Francis P McManamon

#### VIETNAM

Dr Truong Quoc Binh

#### ZAMBIA

Mr Nicholas Katanekwa

## ICOMOS

### SPECIALISED POST CONGRESS TOURS

#### BOTANICAL TOUR

**Duration :** Three Days

**Approximate mileage :** 356

**Content**

**DAY 1, Approximate mileage :** 100

A.M. - 0800 hrs drive south from Colombo, inland to Ratnapura (via Horana) through rain forest country : With mixed agriculture tea, rubber, coconut and terraced paddy fields.

**Lunch RATNAPURA**

**P.M. Approximate mileage :** 60

Proceed to Sinharaja Adaviya, a protected forest from ancient times and now a World Heritage Site. This great primeval mini forest, is home to most of Sri Lanka's indigenous plant, bird and insect species ; on to Belihuloya.

**Dinner and Overnight BELIHULOYA**

**DAY 2, Approximate mileage :** 42

A.M. - 0730 hrs, leave for Nuwara Eliya via Haputale visiting Hakgala Botanical Gardens established in 1860. The gardens are famous for its tree ferns, camphorwood trees, true English oak etc.

**Lunch NUWARA ELIYA**

**Approximate mileage :** 20

**P.M.** Proceed to Horton Plains 7300 Ft.a.s.l. **Dinner and Overnight HORTON PLAINS**

**DAY 3 A.M.** 07.30 hrs. Walk around Horton Plains, grassland with temperate jungle and trout ponds. View 'World's End', the edge of the plateau over the southern plains

**Lunch NUWARA ELIYA**

**P.M. Approximate mileage :** 46

Drive down the Ramboda pass to Kandy and Peradeniya Botanical Gardens. See high grown tea plantations and water falls en route. Sightseeing Royal Botanical Gardens (1500ft. a.s.l.) 150 acres of the flora of the whole tropical world, a great herbarium and museum of plants of Sri Lanka.

Return to Colombo 68 miles

#### SOCIO ANTHROPOLOGICAL TOUR

**Duration :** Three Days

**Approximate mileage :** 356

**Content**

**DAY 1, Approximate mileage :** 120

A.M., Leave early for Mahiyangana east of Kandy, via Hasalaka, the 18 hair pin bends five mile 2000 feet descent.

**Lunch/Box Lunch at MAHIYANGANA**  
**Approximate mileage :** 28

**P.M.** - Visit a Veddah village, descendants of the pro-Sinhalese aboriginal inhabitants of the island. Proceed to Girandurukotte to see a model village and life style of its settlers and model town.

**Dinner and Overnight GIRANDURUKOTTE**

**DAY 2, Approximate mileage :** 25

A.M. - Sightseeing Mahaweli area and life style of Mahaweli settlers.

**Lunch MAHAWELI AREA**

**P.M.** Proceed to Hunasgiriya

**Dinner and Overnight HUNASGIRIYA/KANDY**

**DAY 3, Approximate mileage :** 20

A.M. - Visit Hunas Falls for bathing and relaxing and leave for Aluvihare.

**Lunch MATALE/ALUVIHARE**

**P.M.** See batik work, brass, silver and wood carving etc. Visit Aluvihara rock enclosed temple and spice garden. Proceed to Colombo via Kurunegala. See mixed agricultural plantations of tea, rubber, coconut, paddy fields and life style of workers.

#### COLONIAL FORTS TOUR

**Duration :** Three Days

**Approximate mileage :** 335

**Content**

**DAY 1, Approximate mileage :** 75

A.M. - Drive south via Kalutara and Bentota to Galle. World Heritage Site. Galle Fort was built by the Portugese, Extended by the Dutch in 1693, with buildings and churches still intact.

**Tea break BENTOTA**

**Lunch GALLE**

**P.M. Approximate mileage :** 48

Proceed along the coast Tangalle visiting the 17th century city and the Star Fort at Matara.

**Dinner and Overnight TANGALLE**

**DAY 2, Approximate mileage :** 50

A.M. - Drive around the site of the old Fort, and proceed to Mulkirigala Buddhist Temple with its charming natural paintings. Continue to Katuwana, site of small inland Fort and on to Embilipitiya.

**Lunch EMBILIPITIYA**

**Approximate mileage :** 42

**P.M.** On to Ratnapura the 'City of Gems'.

**Dinner and Overnight RATNAPURA**

**DAY 3 Approximate mileage :** 20

A.M. Treat yourself to a Herbal bath at your hotel and see gem pits, gem cutting, gemmological museum. Visit the Saman Devale formerly a Fort dedicated to one of the four guardian gods of the island.

**Lunch RATNAPURA**

**P.M. Approximate mileage :** 30

Proceed to Sithavaka to see the site of the Royal Palace, later a Dutch Fort and return to Colombo via Hanwella on the 'old road'.

**Approximate mileage :** 50

#### GEM COUNTRY TOUR

**Duration** Three Days

**Approximate mileage :** 316

**Content**

**DAY 1, Approximate mileage :** 120

A.M., Briefing in Colombo and leave for Kitulgala

**Lunch KITULGALA**

**P.M. Approximate mileage :** 57

Proceed to Nuwara Eliya 6100ft. above sea level/Horton Plains 7300ft. a.s.l. through rain forests, tea and rubber etc., seeing the Kelaniya River and waterfalls.

**Dinner and Overnight NUWARA ELIYA**

**DAY 2, Approximate mileage :** 20

A.M. - Leave for Horton Plains. Plateau comprising of grasslands, wild flowers and trout ponds. Also World's End, the edge of the plateau a sheer cliff with a drop of over 3000 feet.

**Lunch NUWARA ELIYA**

**P.M. Approximate mileage :** 84

Proceed to Ratnapura, the 'city of Gems' down two escarpments through two climatic zones.

**Dinner and Overnight RATNAPURA**

**DAY 3, Approximate mileage :** 20

A.M. - Visit the gem pits, gem cutting gemmological museum etc.

**Lunch RATNAPURA**

#### ANCIENT IRRIGATION SYSTEM TOUR

**Duration :** Three Days

**Approximate mileage :** 373

**Content**

**DAY 1, Approximate mileage :** 110

A.M. - Leave for Sigiriya via Kurunegala, centre of the coconut growing district and Capital of the Western Province. See water gardens at Sigiriya.

**Lunch SIGIRIYA**

**P.M. Approximate mileage :** 33

Proceed to Anuradhapura. Inspect ancient irrigation systems 3rd century B.C. and anicuts etc.

**Dinner and Overnight ANURADHAPURA**

**DAY 2, Approximate mileage :** 50

A.M. - Proceed to Giritale visiting Kaudulla irrigation system, bisokotuwa (sluice gate) and Minneriya.

**Lunch GIRITALE**

**P.M. Approximate mileage :** 30

Visit the late medieval period irrigation systems in Giritale and Polonnaruwa.

**Dinner and Overnight GIRITALE**

**DAY 3 Approximate mileage :** 60

A.M. Drive south to Aluvihare early via Flahera. Nalanda visiting Ambanganga diversion schemes at Elahera and anicuts at Nalanda.

**Lunch MATALE**

**P.M. Approximate mileage :** 90

A glimpse of a craft training programme and a typical country meal. Return to Colombo.

**ICOMOS  
POST GENERAL ASSEMBLY WORKSHOP  
8TH - 9TH AUGUST 1993**

**WORKSHOP ON GARDENS AND LANDSCAPES**

Venue - Sigiriya Village Hotel  
Date - 8th and 9th August 1993  
International Chairman - Prof. Carmen Anon Feliu  
Local Chairman - Prof. Senake Bandaranayake  
ICOMOS Co-ordinator - Ms Asha de Silva  
**Topics** - 1. Review of International Discussions on Landscapes  
2. Garden History

**WORKSHOP ON MARITIME HERITAGE**

Venue - Sri Lanka Foundation Institute  
Date - 8th and 9th August 1993  
International Chairman - Mr. Grame Henderson  
Local Chairman - Prof. Vini Vitharana  
ICOMOS Co-ordinator - Lt. Com. Somasiri Devendra  
**Topics** - 1. Legislation  
2. Conservation Issues  
3. Joint Sri Lanka - Australian project of Underwater Archaeology

**WORKSHOP ON CHARTER FOR MURAL PAINTINGS**

Venue - Sri Lanka Foundation Institute  
Date - 8th and 9th August 1993  
International Chairman - Dr. O.P. Agravaal  
Local Chairman - Prof. Nimal de Silva  
ICOMOS Co-ordinator - Mr. Jagath Weerasinghe  
**Topics** - 1. Training of Mural Painting Conservation.  
2. Examination, documentation and data retrieval techniques used in the conservation of mural paintings.  
3. Problems in the presentation of mural paintings.

**WORKSHOP ON MEDIEVAL FORTIFICATION**

Venue - Sri Lanka Foundation Institute  
Date - 8th and 9th August 1993  
International Chairman - Prof. A. Gruszecki  
Local Chairman - Mr. G.S. Wijesuriya  
ICOMOS Co-ordinator - Mr. Indrajith Kuruppu  
**Topics** - 1. Impact of fortification in city development  
2. Periods and areas of general development of fortifications since ancient times.  
3. Colonial Fortifications of Sri Lanka as an expression of dual parentage

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1. Robertson Collins	-	Cultural Tourism
2. Carmen Anon Feliu	-	Historic Gardens and Sites
3. Mario Fondelli and Richard Mighal	-	Architectural Photogrammetry
4. Christoph Machat	-	Vernacular Architecture
5. Samitha Manawadu	-	Wood
6. Emmanuel Anah	-	Rock Art
7. Andras Roman	-	Historic Towns
8. Andrzej Tomaszewski	-	Training
9. Ernst Bacher	-	Stained Glass
10. Raymond Lemaire	-	Archaeological Heritage Management
11. John Warren	-	Earthen Architecture
12. Nathaniel Lichfield	-	Conservation Economics

### Scientific Symposia

13. P.L. Prematillake et al	-	Cultural Tourism
14. P.L. Prematillake et al	-	Archaeological Heritage Management
15. P.L. Prematillake et al	-	Economics of Conservation

### Cultural Symposium

16. S. Bandaranayake et al	-	Heritage of Asia and Oceania
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### Secretariate

17. L. Van Nispen et al	-	Directory
18. Dutch ICOMOS Committee	-	International Organizations Involved in the Cultural Heritage



## ACKNOWLEDGEMENTS

THE PREPARATION OF THIS GENERAL ASSEMBLY HAS BEEN MADE POSSIBLE BY THE GENEROUS GRANTS FROM OUR PRINCIPAL SPONSORS

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## MESSAGE DE SON EXCELLENCE LE PRÉSIDENT DE SRI LANKA

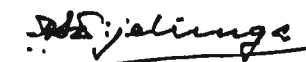
Je suis heureux de noter que Sri Lanka a été choisi pour être le lieu d'accueil de l'Assemblée Générale triennale du Comité International des monuments et sites (ICOMOS). Sri Lanka est l'héritier de six des 292 Sites Culturels de l'Héritage Mondial. Elle a travaillé avec L'UNESCO sur l'un de ses plus grands travaux pour la sauvegarde de certains des plus remarquables Sites et Monuments archéologiques du monde.

La dixième Assemblée Générale d'ICOMOS se tient pour la première fois en Asie. Je constate qu'un grand nombre de nos pays amis d'Asie ont rejoint en ce mois d'Août le conseil des Conservateurs, comme la Chine, le Pakistan, les Philippines, la Thaïlande et l'Indonésie.

Les Délégués de la Conférence vont avoir l'opportunité de visiter les six sites du Triangle Culturel. Ils auront aussi la chance de voir l'une des plus spectaculaires fêtes religieuses du monde, l'Esala Perahera de Kandy.

J'ai eu l'honneur d'être le Président du Fond Central pour la Culture jusqu'au début du mois de Mai 1993. C'est cette organisation qui a géré les Sites et Monuments de ce pays, et coordonné la rencontre des professionnels de cette Assemblée avec ICOMOS.

Je saisis cette opportunité pour vous exprimer ma profonde gratitude pour la richesse de l'expérience Scientifique que vous avez effectué devant nous pour la préservation et la conservation de l'héritage archéologique de Sri Lanka. Je suis convaincu que votre séjour au Sri Lanka sera agréable et fructueux.



D.B. Wijetunga  
President.

## MESSAGE DU MINISTRE DES AFFAIRES CULTURELLES.

Chers Amis

En tant que ministère responsable du Département Archéologique, des musées Nationaux et du Fonds Central pour la Culture, notre infrastructure destinée à la préservation du patrimoine des monuments du Sri Lanka est relativement importante. Nous avons récemment célébré le centenaire du Département archéologique. Le Département des Musées est encore plus ancien. La mise en place durant les vingt dernières années du Fonds Central pour la Culture était une étape de plus destinée à émanciper la culture. Notre conception de la culture n'est pas celle d'un puits sans fond dans lequel se déverse l'argent sans souci de rentabilité, mais plutôt celle d'une mine d'or en passe d'être exploitée. C'est avec cette philosophie des Monuments et Sites à l'esprit que nous avons lancé la nouvelle Institution.

En accord avec ces désirs ambitieux de développement culturel, les courants prédominants au sein de la communauté internationale ont également été étudiés afin de faire converger les politiques disponibles les plus efficaces en matière de développement culturel. Le résultat d'une telle entreprise a eu pour effet la création du projet UNESCO - Sri Lanka du Triangle Culturel, un investissement de 54 millions de dollars destiné à dégager, préserver et mettre à la disposition des pèlerins et des visiteurs les trésors de ce pays. Lors de l'élaboration du programme de travaux pour ce projet commun, il a été souligné que ces sites comprenaient quelques spécificités hors du commun.

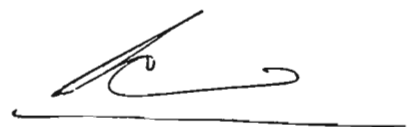
Parmi les sites ainsi sélectionnés figurent le Monastère d'Avhagiriya, établi au 2ème siècle avant JC, et qui abritait 5000 moines au 5ème siècle avant JC. Ce monastère a connu naissance à des organisations sœurs à Java, en Birmanie, Thaïlande, Chine et Inde. En deuxième plan vient le Monastère de Jetavana, avec 3000 moines, datant du 4ème siècle après JC. Ce site contient toujours les monuments de briques les plus élevés du monde (404 pieds de haut). L'Alahana Pirivena, ou Université, du 12ème siècle après JC qui existait à Plonnaruwa est aujourd'hui en ruines, mais fut florissante à l'époque où des institutions similaires furent établies dans d'autres parties du monde. On y enseignait les arts et les sciences, et on a découvert des instruments chirurgicaux et de l'équipement annexe dans l'hôpital du site. Une inscription découverte autre part fait état de recherches entreprises dans de tels hôpitaux, et les restes d'animaux retrouvés dans un rayon donné devaient être utilisés au cours d'expériences. Les jardins d'eau de Sigiriya (5ème siècle) sont les plus vieux restes éteints d'Asie.

Les cinq cavernes décorées de Dambulla comprennent 20 000 pieds carrés de fresques. Bien que ces cavernes aient été habitées au 3ème siècle avant JC, les peintures ont été renouvelées au cours des siècles, notamment au 18ème siècle.

Enfin l'ancienne capitale de Kandy, avec son Temple Sacré de la Dent, les cinq Devales et les deux énormes Viharas de Malwatte et Asgiriya attestent des rituels et des religions depuis l'Hinayana bouddhiste au Mahayana et à l'Hindouisme. L'église de St Paul et une mosquée historique complètent ce panorama religieux. La procession religieuse annuelle, la Perahera, avec ses 100 éléphants, 5000 danseurs et musiciens, est une curiosité que vous aurez peut-être la chance de voir durant votre séjour dans l'île.

Venus de terres lointaines, je vous accueille tous dans cette île paradisiaque que nous chérissons. Nous sommes sûrs que vous aurez la chance de partager notre patrimoine en dépit de la trop courte durée de votre séjour.

Je vous prie de croire, Chers Amis, à l'expression de mes sentiments les meilleurs.



MINISTRE DE LA CULTURE ET DE L'INFORMATION.

## MESSAGE DU PRESIDENT D'ICOMOS SRI LANKA

La décision prise il y a 6 ans à Washington de tenir la dixième Assemblée Générale d'ICOMOS en Asie fut historique. La branche ICOMOS Sri Lanka la considère comme un privilège.

Le Comité National Sri Lanka a fait tous ses efforts, non seulement pour organiser l'A-G et réunir un symposium scientifique international, mais aussi pour accomplir la décision de 1987, étendre le rôle d'ICOMOS en Asie et en Afrique et également pour entamer un des travaux les plus importants des publications d'ICOMOS.

La préservation et la gestion des sites et monuments est devenu aujourd'hui un engagement global et ICOMOS, de ses modestes mais visionnaires débuts, il y a 30 ans, est devenu la principale organisation mondiale de professionnels qui s'attaquent à cette tâche.

L'expansion géographique du champ d'influence d'ICOMOS a été accompagnée par des développements égaux des techniques de conservation, et au cœur du problème et des défis, aussi bien sociaux économiques, philosophiques que techniques, auxquels les membres d'ICOMOS sont confrontés. Une des principales fonctions de l'Assemblée Générale est, pour ICOMOS, de sommer son expérience du changement d'échelle et de la complexité de son rôle, et de réviser et reformuler son entière stratégie.

Le Comité National Sri Lankais espère que nous avons été capable de mettre à disposition les facilités et les conditions de travail appropriées pour la conduite de l'Assemblée Générale et de ses débats, et en collaboration avec les Comités Exécutifs et le Bureau d'ICOMOS, de préparer un agenda pertinent et significatif.

Au nom du Comité National Sri Lankais d'ICOMOS et du Comité National d'organisation de la dixième Assemblée Générale, je souhaite une chaleureuse bienvenue à tous les délégués et participants de la dixième Assemblée Générale et du Symposium Scientifique International du Conseil International des Monuments et Sites Historiques.



Prof. Senake Bandaranayake  
President - ICOMOS Sri Lanka.

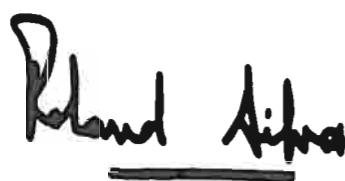
## MESSAGE DU PRÉSIDENT D'ICOMOS

Nous remercions nos collègues qui sont venus du monde entier pour honorer le sol d'Asie et d'Océanie et par la même, pour prouver la dimension universelle d'ICOMOS - Aussi, nous salvons nos voisins d'Asie et d'Océanie, en encourageant nos confrères à se rencontrer ici, au Sri Lanka. Nous pensons que nos hôtes trouveront la nouvelle expérience de l'Asie et de l'Océanie sympathique sur les travaux des professionnels internationaux couvrant la préservation des sites et monuments.

C'est avec fierté que nous rappelons l'intérêt de ce groupe de professionnels pour les plus vieilles créations de l'homme. Ce n'est pas sans raison que Ruskin a été obligé d'admettre que l'architecture était vraiment la mère des arts - Nous, en tant que gardiens des premières créations de l'homme, devons nous sentir, à l'aise parmi les variétés d'une telle création dans un monde changeant de forme et de fonction.

Nous sommes fiers, que le peuple Sri Lankais ait, de tous temps, respecté et entretenu la mémoire de leur environnement bâti - si les autorités du Sri Lanka sont là pour souhaiter la bienvenue aux professionnels de l'héritage architectural, c'est seulement une nouvelle confirmation de cette pratique assidue de respect pour la culture.

Le déplacement de l'Assemblée générale d'ICOMOS d'Est en Ouest, puis d'Ouest, puis d'Ouest en Est ne fait que consolider la résolution du Sri Lanka prise au 7<sup>ème</sup> Congrès à Rostock et à Dresde - Laissez-nous réaffirmer ce sentiment; en affirmant cette tendance à l'universalité, et en soulignant ce besoin de se déplacer d'Est en Ouest puis du Nord au Sud, ce sera vraiment un jour heureux, lorsque nos collègues professionnels d'Afrique Noire pourront accueillir, la plus vieille association culturelle dans leurs pays amis.



Roland Silva

## MESSAGE DU SECRÉTAIRE GÉNÉRAL D'ICOMOS

Cette Assemblée Générale marque un point tournant de l'histoire de l'ICOMOS. Pour la première fois, ICOMOS a amené les professionnels, ses membres - en Asie. Pour la première fois, ceux-ci se réunissent en dehors de l'Occident, pour la seconde fois à l'extérieur de l'Europe.

Cette Assemblée est porteuse d'un message d'échange et de participation. Aux participants de longue date à l'ICOMOS, elle leur offre une occasion de mieux comprendre les approches asiatiques en matière de conservation du patrimoine culturel. Aux professionnels asiatiques, elle permettra d'accroître leur participation au débat sur la conservation et de contribuer à l'appréciation, à l'articulation et au développement de la pensée universelle et de l'action dans le domaine.

Le souhait d'une véritable représentativité planétaire de l'ICOMOS anime le Comité national du Sri Lanka depuis de nombreuses années. Bien que les membres de l'ICOMOS aient toujours appuyé les appels répétés pour que soit améliorée la représentation régionale au sein de l'organisation, le Comité national Sri Lankais fut le premier à proposer des moyens pratiques pour dépasser la rhétorique et cela, en invitant ICOMOS à tenir son principal forum - l'Assemblée Générale - en Asie. Roland Silva, président d'ICOMOS, anima ces premiers efforts à titre de président du Comité national du Sri Lanka et maintient son engagement afin que l'ICOMOS étende son influence à d'autres régions sous-représentées par des approches tout aussi pragmatiques.

Une telle attitude reconnaît la nature fondamentale de l'ICOMOS - une organisation qui favorise l'échange entre ses membres comme moyen d'accroître la qualité des pratiques professionnelles - et le besoin d'apporter aux membres des bénéfices tangibles, intégrables à leur pratique quotidienne. ICOMOS trop souvent misé sur l'élégance de grandes paroles et sur des contacts personnels de haut niveau pour assurer cette mobilisation. Le succès de cette Assemblée au Sri Lanka démontre à quel point il est essentiel et utile de permettre aux experts de se réunir pour qu'ensemble, ils et elles définissent leurs objectifs communs.

En tant que secrétaire général de l'organisation, je voudrais souligner la bienvenue à chaque membre d'ICOMOS. Cet événement offre beaucoup à l'organisation aujourd'hui mais encore plus, il nous présente un modèle pour l'avenir, pour d'autres à suivre.

Enfin, permettez-moi de me joindre à vous afin d'exprimer en votre nom, nos plus sincères remerciements au Comité national du Sri Lanka pour les dix ans d'efforts qui aujourd'hui, portent fruit à l'occasion de cette dixième Assemblée Générale de l'ICOMOS.



Herb Stovel

Secrétaire Général - ICOMOS



# PROGRAMME

10<sup>ème</sup> ASSEMBLEE GENERALE d'ICOMOS  
COLOMBO, SRI LANKA 1993

## PRE-ASSEMBLEE GENERALE

27 Juillet, mardi

Comité Exécutif - Hall "B"

- 0900 h. Réunion conjointe des Comités de Bureau et Exécutif Inscription
- 1230 h. Déjeuner
- 1400 h. Réunion conjointe des Comités de Bureau et Exécutif
- 1700 h. Travaux ajournés.

28 Juillet, mercredi

Comité de Conseil - Hall "A"

- 0900 h. Réunion du Comité de Conseil
- Inscription
- 1230 h. Déjeuner
- 1400 h. Réunion conjointes des Comités Exécutif et de conseil
- 1700 h. Travaux ajournés.

Institut de Préservation Getty - Hôtel Hilton

- 1200 h. Accueil et Présentation : M. Miguel Angel Corzo
- 1230 h. Les participants se présentent
- 1300 h. Déjeuner
- 1400 h. Mise à jour des nouvelles activités, résultat de la réunion d'Hawaii.

15 h. Sujet A

- Protection légale - Stratégies pour une auto - protection efficace ; Quoi de Neuf ?
- Trafic illégal d'objets mobiliers classés "Patrimoine Mondial."
- Zones ou monuments: Stratégies de protection efficace.
- Efforts pour réduire la détérioration des sites archéologiques et les monuments historiques.

1700 h. Travaux Ajournés.

29 Juillet Jeudi

Comité scientifique d'International - Hall "A", Hall "B", Hall "C", Hall "D", Hall "E", Hall "F", Hall de cinéma Lounge de Cinéma.

- 099 h. Réunion Conjointe des Comités de Bureau et Exécutif
- Des réunions de Comités scientifique d'International Inscription

Institut de préservation getty - Hôtel Hilton - suivi sontinscrit

- 0900 h. Sujet B
- Tourisme et des visiteurs
- Coût et des bénéfices
- Gestion des sites ; exemples
- Gestion des visiteurs dans les centres historique
- 1015 h. Thé
- 1045 h. Sujet C
- Mitigation des menaces
- issues urbaines - infrastructure, systèmes d'égouts, system impact prisique de la polution et construction incursion.
- Le tourisme comme menace
- Développement dan les centres historiques
- Plan peu propre

- 1200 h. Déjeuner.
- 1400 h. Sujet D
- Education Public
- Population locale
- Touristes
- Education publique / Sensibilization aux issues de la protection du patrimoine
- 1515 h. Thé
- 1545 h. Sujet E
- la formation
- Idées engendrer à Hawaï 'yat - il eu depuis se temps la? plans ?
- 1630 h. Session du resuré
- Discussion et fin.
- 1700 Adjour.

## ASSEMBLEE GENERAL

30 juillet, vendredi

### Sessions d'Affaire - Hall de Conférence Principal

- 0800 h. Inscription
- 0900 h. Séance Plénière, Sessions d'Affaire
- Présidant la session, Vice Présidente de la 9<sup>ème</sup> Assemblée Générale - Madame Blanche Weicherding.
- Discours de Bienvenue, Vice Présidente de la 9<sup>ème</sup> Assemblée Générale - Madame Blanche Weicherding.
- (30 min) Adoption de l'ordre du jour, 10<sup>ème</sup> Assemblée Générale
- Election du Président, 10<sup>ème</sup> Assemblée Générale - Prof. Senake Bandaranayake.
- Election des 3 Vices - Présidents, 10<sup>ème</sup> Assemblée Générale
- Nomination des présidents et quatre mebres (chacun de nationlité différente):
- Comité des Candidatures (1+4)
- (15min) Comité des Références (1+4)
- Comité des Résolutions (1+4) M. Elliot Carrol et autres
- Comité des Programmes et du Budget (1+4)
- Comités Ad hoc (1+4)
- (45min) Déclarations des Organismes Internationaux:
- UNESCO, WHC, ICOM, ICCROM, UNDP, WFP, Europa Nostra,
- Jeunesse et Patrimoine et Getty
- 1030 h. Thé
- 1045 h. Résumé des Rapports Trisannuels
- (15min) Président, ICOMOS
- (30min) Secrétaire Général, ICOMOS
- (15min) Trésorier Général, ICOMOS
- 1145 h. Plan Futur
- (15min) Présentation, Plan Futur ICOMOS, Mme Lisbeth Sabby
- (60min) Forum ouvert
- Discussion
- Rapports Trisannuels et autres sujets listés
- 1300 h. Adoption des rapports
- Principes d'Eger, Lignes Directrices sur la formation et le Plan Futur
- 1330 h. Déjeuner libre

### Cérémonie d'ouverture - Hall de Conférence Principal

- Présentation
- 1545 h. Les délégués se rassemblent sur le perron du BMICH
- 1600 h. Arrivée de Son Excellence D.B. Wijetunga, Président du Sri Lanka, et photo de groupe des membres d'ICOMOS.
- 1615 h. Cérémonie de l'allumage de la lampe d'inauguration
- 1620 h. Visite de l'Exposition Patrimoine Mondial
- Discours
- 1645 h. Allocution : Président, ICOMOS

1700 h. Allocution : Secrétaire Général, ICOMOS  
 1730 h. Allocution : Doyen des présidents, ICOMOS  
 1740 h. Allocution : Président de la 10ème Assemblée Générale  
 Présentation : Son Excellence, D.B. Wijetunga, Président du Sri Lanka.  
 1755 h. Allocution : Son Excellence, le Président du Sri Lanka  
 1825 h. Remise du Prix Gazzola : Madame Pia Gazzola  
 Annonce : Membres honoraires : M. Andras Roman  
 Présentation Douze volumes couvrant le Comité Scientifique International et quatre Volumes sur le Symposium Scientifique vont être offerts à l'Invité d'Honneur.  
**Social**  
 1830 h. Thé  
 1900 h. Dîner d'accueil  
 2200 h. **Réunion des Comités - Hôtels**  
 Candidatures, Références, Résolutions, Programme et Budget, Comité Ad hoc.

**31 juillet, samedi**

## SYMPOSIUM CULTUREL

Patrimoine d'Asie et d'Océanie - Hall de Conférence Principal

Président International - Dr. Kiyotari Tsuboi  
 Président National - Dr. H.A.P. Abeywardene  
 Rapporteur - Mme Joan Domicelj  
 Co-ordinateur - M. Indrajith Kuruppu

### Session 1

0845 h. Dr. Siran Deraniyagala - *Présentation*  
 0850 h. Dr. Rafique Mughal - *Cités Harappiennes*  
 0905 h. Prof. Srisakra Vallibhotana - *Habitations entourées de fossés de la Thaïlande du Nord - Est*  
 0920 h. Dr. M.K. Dhavalikar - *Temples en roche sculptée d'Inde de l'Ouest*  
 0935 h. Dr. Chang Quig - *Ancienne Architecture en bois en Chine*  
 0950 h. Prof. Yukio Nishimura - *Sites Historiques et Monuments au Japon*  
 1020 h. Discussion  
 1030 h. Thé

### Session 2

1100 h. Dr. Adrian Snodgrass - *Le Mandala dans l'Architecture Asiatique*  
 1115 h. Prof. Fareed Khan - *Monastères Gandharan du Pakistan*  
 1130 h. Prof. Senake Bandaranayake - *Premières formations urbaines au Sri Lanka*  
 1145 h. Dr. M.S. Nagaraja Rao - *Vijayanagara : Cité de la Victoire*  
 1200 h. Dr. Truong Quoc Binh - *La Présentation de Hue*  
 1215 h. Discussion  
 1230 h. Déjeuner libre

### Session 3

1330 h. Prof. Makoto Nakamura - *Contexte préhistorique des jardins de roche japonais*  
 1345 h. Dr. Pinna Indorf - *Formes d'Habitation indoésiennes*  
 1400 h. M. Didier Repellin - *Héritage et Dérivée et Défi humain - Cambodge*  
 1415 h. Romi khosla, Architecte - *Monastères Tibétains au - delà de l'Himalaya - quelques problèmes de la charte de Venise*  
 1430 h. M. Jonathan Mane - *Wheeki - Whare Whakairo d'Aotearoa = Nouvelle - Zélande*  
 1445 h. Discussion  
 1500 h. Thé

### Session 4

1530 h. Dr. Shaphalya Amaty - *Le Palais de Gorkha*  
 1550 h. Yasmeen Lari, Architecte - *Architecture Coloniale Britannique - Etude de cas : Karachi*  
 1610 h. Dr. Peter Emmett - *Baraquements de prisonniers de Hyde Park, Sydney, Australie*  
 1630 h. Prof. Jennifer Taylor - *Préservation et Éphémère : Représenter le Contemporain dans l'Architecture japonaise*  
 1650 h. Discussion  
 1730 h. **Visite**  
 Musée National, Colombo (En option)  
 1800 h. **conférence Publique**  
 "Préservation de la Ville Sainte de Jérusalem", Baron Professeur Raymond Lemaire, Alliance Française, 11 Barnes Place, Colombo 7.

## SYMPOSIA SCIENTIFIQUES

**Dimanche 1er août**

### Seance No 1

Gestion du patrimoine Archéologique Grande salle de réunion	Tourisme culturel Grande salle de réunion	Aspects économiques de la conservation Grande salle de réunion
09H00 Président : Prof. Senake Bandaranayake 09H05 Discours programme : Dr Arthur C. Clarke 09H30 Gestion du patrimoine archéologique - Président, Dr Pierre Nadon 09H50 Tourisme culturel - Président, M. Robertson Collins 10H10 Aspects économiques de la conservation - Président, Prof. Nathaniel Lichfield 10H30 Thé		

### Seance No 2

Gestion du patrimoine archéologique Grande salle de réunion	Tourisme culturel Salle A	Aspects économiques de la conservation Salle B
Président international Dr. Pierre Nadon Président national Dr. Siran Deraniyagala Rapporteur Dr. Henry Cloere Coordinateur M. W.H. Wijepala  <b>Groupe 1 Stratégie de gestion</b> 11H00 Prof. Senake Bandaranayake Recherche, techniques de recouvrement et gestion des ressources archéologiques 11H15 Dr Michael Jansen Documentation et conservation à Mohenjodaro. Un Concept de gestion 11H30 Dr G. Delvanayagam Gestion du patrimoine, Tamil Nadu, Inde 11H45 Mme Jane Lennon L'interprétation des sites historiques des mines d'or pour les visiteurs à Victoria, Australie 12H00 M. Gamini Wijesuriya Gestion d'un patrimoine archéologique vivant au Sri Lanka. 12H15 Discussion	Président international M. Robertson Collins Président national M. Gamini Wijesuriya Rapporteur M. Russell Keene Coordinateur M. D.B. Navaratne 11H00 M. Robertson Collins  <i>Introduction au tourisme culturel</i> <b>Groupe 1 Elaboration de programmes de tourisme culturel</b> 11H00 M. Peter James Le rôle joué par l'ICOMOS au niveau du tourisme culturel sur les sites appartenant au patrimoine mondial 11H30 Dr Martin Froelich Y a-t-il une culture touristique? 11H50 Sir Bernard Fellden Conservation et tourisme 12H10 M. Davapriya B. Navaratne Le tourisme culturel et l'impact qu'ont les visiteurs sur les populations locales. Référence particulière au Triangle Culturel	Président international Prof. Nathaniel Lichfield Président national M. Thilan Wijesinghe Rapporteur Dr F.N. Golding Coordinateur M. Chandana Ellepola  <b>Groupe 1 Identification et évaluation du patrimoine culturel bâti</b> 11H00 M. Thilan Wijesinghe Proposition d'une méthodologie pour mesurer la valeur économique des monuments culturels 11H30 M. Indrajith Kuruppu Evaluation du paysage culturel du Sri Lanka : approche écologique - économique 12H00 Prof. Elvira Petroncelli Centre historique et systèmes territoriaux : quelques exemples



**Lundi 2 août  
Seance No 3**

Gestion du patrimoine archéologique Grande salle de réunion	Tourisme culturel Salle A	Aspects économiques de la conservation Salle B
<b>Groupe 2 Education et formation</b>	<b>Groupe 1 Suite</b>	<b>Groupe 2 Planification économique de la Conservation</b>
09H00 Dr Brian J. Egloff Eduquer les gens pour leur permettre d'apprécier le patrimoine culturel australien dans des perspectives différentes	09H00 M. Graham Brooks Visites des sites du Patrimoine les plus importants. Quelques considérations essentielles en matière de planification	09H00 M. Peter van Dun / M. Rob Docter Le patrimoine urbain, atout culturel, social et économique
09H15 M. John wood Extrêmement important, mais comment s'y prendre ? Education, formation, formation professionnelle en matière de conservation du patrimoine archéologique	09H20 M. Barry Lord Tourisme culturel	09H20 M. Yuri Kalinichenko / M. Darry Fowler Le patrimoine russe, une nouvelle approche hors des sentiers battus
09H30 M. Panu Kalla Formation à la conservation des étudiants en architecture en Finlande	09H40 M. Athula Amarasekere Gestion des visiteurs sur les sites culturels. Référence particulière aux cas de Dambulla et Anuradhapura, sites du Triangle Culturel du Sri Lanka appartenant au Patrimoine mondial	09H40 M. Jean - Marie Vincent / Mme Valéry Patin Patrimoine culturel et tourisme en France
09H45 M. Tadateru Nishitani Résultats du séminaire sur la conservation du patrimoine culturel asiatique	10H00 Discussion des communications du groupe 1	10H00 Mme Christlane Schmuckle-Mollard / Mme Francoise Mosser Monuments ouverts au public
10H00 M. Tim Whalen Programme de la bourse Getty	10H30 Thé	10H30 Thé
10H15 Discussion		
10H30 Thé		

**Seance No 4**

Gestion du patrimoine archéologique Grande salle de réunion	Tourisme culturel Salle A	Aspects économiques de la conservation Salle B
<b>Groupe 3 Etudes de cas</b>	<b>Groupe 2 Tourisme culturel et Développement</b>	<b>Groupe 3 Evaluation et choix des options</b>
11H00 Prof. Nimal de Silva Plonnarua : étude de cas	11H00 M.E.R. van Brederode L'importance des Journées Patrimoine pour prendre soin des monuments et bâtiments historiques	11H00 M. Pietro Rostrolla L' évaluation, un système d'aide à la prise de décision : approche interactive à critères multiples
11H15 M. Indrajith Kuruppu Les centres historiques de Galle, Colombo et Kandy : aspects de l'urbanisation au Sri Lanka.	11H20 Prof. Teresa Colletta Grâce au tourisme culturel, un public plus large peut connaître le Sud de l'Italie	11H45 M. Godfrey Gunatilleke Aspects économiques de la conservation. Approches de l' évaluation des coûts et bénéfices
11H30 Prof. Andrzej Gruszecki Reconstruction de la Vieille Ville de Varsovie. Patrimoine mondial	11H40 M. Francois Leblanc Parcs naturels régionaux en France et régions de patrimoine au Canada : deux nouvelles approches pour développer de façon durable les attractions touristiques	
11H45 Mme Anna Gilbert Les places des Sultans	12H00 Discussion	
12H00 M. John H. Stubbs Angkor et le Fonds des Monuments mondiaux	12H30 Déjeuner libre	
12H15 Discussion		

**Seance No 5**

Gestion du patrimoine archéologique Grande salle de réunion	Tourisme culturel Salle A	Aspects économiques de la conservation Salle B
<b>Groupe 4 Documentation et recherche</b>	<b>Groupe 3 Projets locaux et nationaux</b>	<b>Groupe 4 Mise en oeuvre de la conservation I</b>
14H00 M. Nihal Uluengin et Mme Bulent Uluengin Problèmes spécifiques aux travaux de relevés et d'enregistrement à Makkan	14H00 M. Spencer Lelneweber Le village de plantation à Hawaii	14H00 M.F.N. Golding Intervention de l'Etat au niveau de la conservation dans une économie mixte : politique et pratique au Royaume - Uni
14H15 Prof. Gustaf Trotzig La recherche appliquée, pivot de la gestion du patrimoine archéologique	14H20 M. M. Rohanadeera et Dr C.K.M. Deheragoda Tourisme culturel et orientations actuelles de l'enseignement supérieur au Sri Lanka	Mise à jour concernant les réductions d'impôts pour dépenses de ravalement et le transfert des droits de mise en valeur aux Etats-Unis
14H30 Mme Barbara Timken Education dans le domaine du Patrimoine mondial : modèle d'enseignement des jeunes	14H40 M. Nihal Uluengin Intégration de nouvelles constructions touristiques devant être érigées sur des sites ayant une valeur naturelle, historique et culturelle: le cas de la région de la mer Egée en Turquie	15H00 Mme Sonja Lyneham / Mme Sharon Sullivan Avantages fiscaux et aspects économiques de la conservation
14H45 Mme Marilyn Truscott Communauté régionale et gestion du patrimoine culturel en Australie	15H00 M. Ronald Gill Le patrimoine architectural et urbain de Jakarta. Etude de cas de la planification du tourisme culturel dans les villes indonésiennes	15H30 Thé
15H00 M. Mohan Abeyratne Thermoluminescence, datation des sites archéologiques du Sri Lanka		14H30 *M. Hamilton Morton Jr
15H15 Discussion		
15H30 Thé	15H30 Thé	

**Seance No 6**

Gestion du patrimoine archéologique Grande salle de réunion	Tourisme culturel Salle A	Aspects économiques de la conservation Salle B
<b>Groupe 5 Gestion et conservation</b>	<b>Groupe 3 Suite</b>	<b>Groupe 4 Mise en oeuvre de la conservation II</b>
16H00 M. Laszlo Agosthazl Les monuments, facteurs de gestion dans la formation des paysages urbains	16H00 M. Guy Wiltcher et M. Frances B. Affandy La Société pour la conservation du patrimoine de Bandoung. Etude de cas montrant le rôle joué par une O.N.G. dans la gestion du patrimoine en Indonésie	16H00 M. Gabor Winkler Nouvelles tendances économiques en matière de réanimation des villes historiques anciennes dans l'ouest de la Hongrie
16H15 Dr Mihaly Zador Vingt années d'expériences conduites dans le domaine de la sauvegarde des monuments à l'Université technique de Budapest	16H20 Dr Elizabeth Kovacs Reconstruction d'une galerie d'art hongroise	16H30 Mme Melinda Seyler Sensibiliser les citoyens : les encourager à contribuer individuellement à la sauvegarde du patrimoine
16H30 M. Richard Mackay Protection légale et plans prévisionnels. Gestion du patrimoine archéologique à Sydney	16H40 Mme Nanna Cuatlugguis Tourisme culturel en Suède	17H00 Dr Iva Curk Aspects économiques du processus de conservation : la réalisation d'un certain nombre d'expériences en Slovaquie
16H45 M.M.D. Latchandra Problèmes et possibilités de solutions en matière de gestion culturelle		
17H00 M. Gyorgy Foldenyi Problèmes de conservation des parties décoratives (sols et/ou fenêtres en vitraux) des monuments architecturaux		
17H15 Discussion		

18H00 **Conférence ouverte au public**  
Architecture et conservation des villes allemandes. Référence particulière au cas de la Bavière. Professeur Dr N. Petzet, Institut Culturel allemand, Gregory's Road, Colombo 7.

**Mardi 3 août**  
**Seance No 7**

Gestion du patrimoine archéologique Grande salle de réunion	Tourisme culturel Salle A	Aspects économiques de la conservation Salle B
<b>Groupe 5 Suite</b>	<b>Groupe 3 Suite</b>	<b>Groupe 5 Financement de la conservation</b>
09H00 M. Vassilis Ganiatsas Gestion du patrimoine à travers le design contemporain : approche philosophique	09H00 Dr Andras Roman Villes historiques et tourisme	09H00 Prof. Jean - Louis Luxen Le financement de la conservation
09H15 Mme Erzsebet Cleve Harrach L'image des sites culturels hongrois à travers l'exemple du Pays Vas	09H20 Mme Ann Webster Smith Tourisme culturel et la vallée historique de l'Hudson	09H20 Mme Arlene K. Fleming Augmentation des ressources et des responsabilités dans le domaine de la préservation des sites et monuments culturels mondiaux
09H30 Mme Carolyn E. Hansen Développement durable et gestion du patrimoine : un thème de planification	09H40 M. Walter Jamieson Planification du tourisme dans les petites villes	09H40 Mme Janet O'Hare Financement de la sauvegarde. Une initiative prise par une administration locale
09H45 Prof. Andrzej Tomaszewski Stratégie internationale pour le patrimoine culturel	10H00 Discussion	10H00 M. Peter Wallman Aspects économiques de la conservation
19H00 Sir Bernard Feilden La gestion de notre patrimoine culturel	10H30 Thé	10H30 Thé
10H15 Discussion		
10H30 Thé		

**Seance No 8**

Gestion du patrimoine archéologique Grande salle de réunion	Tourisme culturel Grande salle de réunion	Aspects économiques de la conservation Grande salle de réunion
Président : Prof. Senake Bandaranayake		
11H00	Rapporteur du Comité sur la gestion du patrimoine archéologique : Dr Henry Cleere	
11H20	Rapporteur du Comité sur le tourisme culturel : M. Russell Keune	
11H40	Rapporteur du Comité sur les aspects économiques de la conservation : Dr Francis Golding	
12H00	Rapporteur Général : M. Abdelaziz Daoulatti	

**EXCURSION**

*Visite du Fort de Galle*

13H00 Départ de la salle de conférences pour aller visiter Galle, Ville appartenant au Patrimoine mondial. Coffret - repas pour le trajet, thé sur les remparts du Fort, offert par les Services Archéologiques et dîner dans une station balnéaire.

**Mercredi 4 août**

**SEANCES DE TRAVAIL - GRANDE SALLE DE REUNION**

09H00 **Reprise des séances de travail**  
Présidence : le Président de la 10e Assemblée Générale - Prof. Senake Bandaranayake  
Rapport du Comité des Pouvoirs et des Recommandations  
(30mn) Rapport du Comité des Candidatures et des Recommandations  
09H45 **Election : Procédures** - Mme Ann Webster - Smith  
10H00 **Election : Bureau et Comité Exécutif de l'ICOMOS, salon des congressistes**  
Rapport du Comité Programme et Budget  
10H30 **Rapport du Comité ad-Hoc**  
Discussion ouverte à tous et vote à main levée ou verbal sur l'amendement des statuts  
12H30 **Annnonce des résultats des élections de l'ICOMOS par le Président de la 10e Assemblée Générale** - Prof. Senake Bandaranayake  
13H30 **Déjeuner libre**  
15H00 **Présidence : le Président de la 10e Assemblée Générale** - Prof. Senake Bandaranayake  
(15mn) **Allocution du Président élu**  
(30mn) **Rapport du Comité des Résolutions : M. Elliott Carroll**  
(60mn) **Discussion et adoption des résolutions**  
**Invitation à la 11e Assemblée Générale en 1996**  
(15mn) **Invitation à la 12e Assemblée Générale en 1999**  
17H00 **Clôture de la 10e Assemblée Générale**  
17H30 **Conférence ouverte au public : "Conservation du Capitole à Washington"** - M. Elliott Carroll, USIS, Flower Road, Colombo 7.  
18H00 **Réunion du Comité Exécutif nouvellement élu**  
**Conférence ouverte au public : "Monuments et conservation dans différentes régions du monde"** - Sir Bernard Feilden, British Council, Alfred House Gardens, Colombo 3  
20H00 **Dîner de gala à l'hôtel Lanka Oberoi**

**APRES L'ASSEMBLEE GENERALE**

**Jeudi 5 - samedi 7 août**

**Circuit**

06H00 Départ des hôtels pour circuit des sites d'Anuradhapura, Polonnaruwa, Sigiriya et Dambulla qui appartiennent au Patrimoine mondial. à Colombo le 7 Août. Détails fournis dans brochure séparée.

**Dimanche 8 - mardi 10 août**

**Ateliers et visites spécialisées**

Visites spécialisées après l'Assemblée Générale. Détails fournis dans brochure séparée.  
Ateliers après l'Assemblée Générale. Détails fournis dans brochure séparée.

## PROGRAMME DES INVITES

Vendredi 30 juillet	- 15 <sup>h</sup> 45 CEREMONIE D'OUVERTURE Bandaranayake Memorial International Conferenc Hall, suivie du dîner d'inauguration.
Samedi 31 juillet	- les conjoints rejoignent les délégués au symposium sur le Patrimoine de l'Asie et l'Océanie'
Déjeuner et Dîner	- Libre
Dimanche 1er août	- 80 <sup>h</sup> 00 - Excursion d'une journée à Kandy Visite de l'orphelinat des éléphants Pinnawella, poursuite du trajet et délégués pour le dîner à l'hôtel Queens et ensuite assistez à la Procession religieuse "Parahera" de Kandy Retour à Colombo dans la nuit.
Lundi 2 août	- Visite de l'hôtel organisée par le département des Relations publiques, suivie d'une visite de la ville de Colombo comprenant: les sites archéologiques, les monuments et autres archéologiques, les monuments et autres attractions telles que: le Kelaniya, la Cathédrale St' Lucie à Kotahena, la Mosquée à Wolfendhal,  l'Hôtel de Ville, les quartiers résidentiels, le Musée de Colombo et le Musée Hollandais, la zone d'habitation Keppetipola, le Parlement, la Mission à l'église Seeman, la Place de l'Indépendance.  Déjeuner et dîner: Libres.
Mardi 3 août	- 8 <sup>h</sup> 00 - Trajet le long de la route côtière, jusqu'à l'hôtel Coral Gardens, Hikkaduwa. Lunch. Visite d'une écloserie à tortues, et autres curiosités en route.  Soirée: les délégués se retrouvent pour le dîner à l'hôtel Coral Gardens et à l'hôtel Reefcomber, Hikkaduwa.
Mercredi 4 août	- 10 <sup>h</sup> 00 - Visite des centres commerciaux Laksala, Majestic City, Barbara Sansoni, Liberty Plaza.  - 15h00 - Thé et discussions au bord de la piscine du Hilton (sous réserve de beau temps).  - 16h 30 - Défilé de mode (avec les confectionneurs locaux)  - Soirée: Cocktails et dîner de gala au Lanka Oberoi.

## Circuit National \*5-7 Août 1993

<b>Option 01</b>	
1er Jour	: 06h00 Départ pour Habarana via le site mondial de Dambulla. Déjeuner au Lodge / Village à Habarana. Kilométrage approximatif: 180. 14h00 Excursion au site Patrimoine Mondial de Polonnaruwa, Dîner et nuit: Lodge / Village à Habarana. Kilométrage approximatif: 85.
2ème Jour	: 07h00 Départ pour une visite d'une journée au site Patrimoine Mondial d'Anuradhapura. Déjeuner à Anuradhapura. Visite des monuments l'après-midi. Dîner et nuit: Lodge/Village à Habarana. Kilométrage approximatif: 130.
3ème Jour	: 07h00 Visite du site Patrimoine Mondial de Sigiriya. Déjeuner à Habarana Lodge / Village. Kilométrage approximatif: 50.
Après-midi	: Départ pour Colombo. Kilométrage approximatif: 180.
<b>Option 02</b>	
1er jour	: 06h00 Départ pour le site Patrimoine Mondial d'Anuradhapura. Déjeuner à Anuradhapura. 14h30 Visite des monuments d'Anuradhapura. Dîner et nuit: Tissawewa, Nuwaraewewa / Miridiya / Rajarata. Kilométrage approximatif: 224.
2ème Jour	: 07h00 Départ pour le site Patrimoine Mondial de Polonnaruwa. Déjeuner à Polonnaruwa. Kilométrage approximatif: 110. 14h00 Visite de Polonnaruwa. Dîner et nuit: Polonnaruwa / Giritale / Sigiriya / Hôtel Amalian Niwas / Royal Lotus. Kilométrage approximatif: 20.
3ème Jour	: 07h00 Départ pour le site Patrimoine Mondial de Sigiriya. Déjeuner à Sigiriya. Kilométrage approximatif: 85. 13h00 Visite le site mondial de Dambulla et voyage vers Colombo. Kilométrage approximatif: 150.
<b>Option 03</b>	
1er Jour	: 06h00 Départ de Colombo pour le site Patrimoine Mondial de Dambulla. Déjeuner à Sigiriya. Kilométrage approximatif: 210.  14h00 Visite du rocher-forteresse le site mondial de Sigiriya. Dîner et nuit: Polonnaruwa / Giritale / Sigiriya / Hôtel Amalian Niwas / Royal Lotus. Kilométrage approximatif: 150.
2ème Jour	: 07h00 Départ pour le site Patrimoine Mondial de Polonnaruwa. Déjeuner à Polonnaruwa. 14h00 Départ pour Anuradhapura. Dîner et nuit: Tissawewa / Nuwaraewewa / Rajarata / Miridiya, Anuradhapura Kilométrage approximatif: 195.
3ème Jour	: 07h00 Visite des monuments le site mondial de Anuradhapura. Déjeuner à Anuradhapura. 14h00 Départ pour Colombo. Kilométrage approximatif: 215.

**ANURADHAPURA.**  
ancienne capitale du Sri Lanka, 5 siècles avant J.C. Jusqu'au 9<sup>e</sup> siècle après J.C. Centre de la civilisation bouddhiste de l'île et une des premières places antiques du pays, c'est l'égale de toute cité ancienne disparue. On y trouve les autels et tombeaux bouddhistes les plus anciens de l'île. (Certains datent du 3<sup>e</sup> siècle avant J.C.) D'impressionnantes 'Dagabas' blanches (chambres reliquaires) et monuments, décorés de belles sculptures et gravures sur pierre; le plus vieux arbre répertorié, le Sri Maha Bodhi (plus de 2000 ans); jardins d'agrément; très belles représentations de Bouddha, thèmes en pierres et pièces d'eau; un magnifique système d'irrigation composé de réservoirs et de canaux, forment les attractions d'Anuradhapura.

**POLONNARUWA.**  
La capitale médiévale du Sri Lanka (11<sup>e</sup> siècle); Cité bien conservée, on y trouve des tombeaux, temples, palais somptueusement ornés et sculptés. La sculpture la plus connue est l'éloquent groupe Gal Vihare, composé de trois magnifiques statues de Bouddha en pierre, un véritable plaisir pour les photographes.

**SIGIRIYA**  
Cet énorme rocher-forteresse de 300 mètres de haut abritait un roi en fuite vers 477 après J.C., et Sigiriya est de nos jours regardée comme un trésor artistique. Des salles creusées à même le roc à mi-chemin du sommet, ainsi que les célèbres fresques des "Damoiselles du Ciel de Sigiriya" sont les restes d'une énorme galerie qui autrefois contenait 500 fresques.

**DAMBULLA**  
Temple de roche datant d'un siècle avant J.C. La vue au sommet de ce rocher à 165m est impressionnante. Une série de cavernes a été transformée en lieux sacrés et tombeaux. On y trouve de nombreuses représentations de Bouddha et d'autres dieux, grandeur nature. La plus impressionnante est un Bouddha couché de 147 pieds, taillé dans le roc. Les plafonds des cavernes sont couverts de fresques qui représentent le style artistique de leur époque respective.



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## VISITE A THEMES POUR L'APRES-CONGRES Août 1993

Thème : **VISITE 'BOTANIQUE'**

Durée : 3 jours Kilométrage : 356 miles

Programme

1er jour, kilométrage : 100 miles

Main : 8h00 Départ de Colombo, vers le Sud et Ratnapura (via Horana) à travers la forêt tropicale humide; agriculture mixte, thé, hévéa, cocotiers et rizières en terrasses.

Lunch à **RATNAPURA**.

Après-midi: Kilométrage: 60 miles.

Départ pour Sinharaja Adaviya, une forêt préservée datant des temps anciens et classée Patrimoine Mondial. Cette grande forêt vierge abrite la plupart des espèces végétales, des oiseaux et des insectes du Sri Lanka.

Dîner et nuit à **BELIHULOUYA**.

2ème jour, kilométrage: 42 miles.

Matin: 7h30 - Départ pour Nuwara Eliya via Haputale, visite du jardin botanique de Hakgale (1860), connu pour ses fougères, ses camphres et ses chênes anglais.

Lunch à **NUWARA ELIYA**.

Kilométrage: 20 miles

Après-midi: continuation du trajet vers Horton Plains, 7300 pieds d'élévation.

Dîner et nuit à **HORTON PLAINS**.

3ème jour - Kilométrage: 20 miles.

matin: 7h30 - Randonnée aux environs d'Horton Plain, prairie avec jungles tempérée et étangs à truites. Visite de "La Fin du Monde", le bord du plateau surplombant les plaines du Sud, un précipice de 3,000 pieds.

Départ pour Nuwara Eliya.

Déjeuner à **NUWARA ELIYA**.

Après-midi - Kilométrage: 46 miles.

Descente jusqu'à Kandy le long de la passe Ramboda. Jardin botanique de Peradeniya. Sur la route, découverte des plantations de thé en altitude et des chutes d'eau, visite du jardin Botanique Royal (1500 pieds d'élévation), 75 hectares de flore du monde tropical, un magnifique herbier et un musée des plantes du Sri Lanka.

Retour à Colombo : 68 miles.

Thème:

## EXCURSION 'SOCIO-ANTHROPOLOGIQUE'

Durée : 3 jours

Kilométrage : 356 miles

programme

1er jour, Kilométrage : 120 miles

Main : Départ tôt pour Mahiyangana, à l'est de Kandy, via Hasalaka, une descente de 2000 pieds comprenant 18 virages en épingle-à-cheveux.

Paquet-lunch à **MAHIYANGANA**.

Kilométrage : 28 miles.

Après-midi: Visite d'un village Vedda, descendants des aborigènes pro-cinghalais de l'île. Continuation vers Girandurukotte et visite d'un village-modèle. Découverte du mode de vie typique de ses occupants.

Dîner et nuit à **GIRANDURUKOTTE**.

2ème jour, Kilométrage: 25 miles.

Matin: Visite de la région Mahaweli et découverte du mode de vie des habitants de la Mahaweli.

Déjeuner dans la région de **MAHAWELI**.

Après-midi: Continuation vers Hunasgiriya.

Dîner et nuit à **HUNASGIRIYA KANDY**

3ème jour, Kilométrage: 20 miles.

Matin : Visite d'Hunas Falls, bain et relaxation, et départ pour Aluvihare.

Déjeuner à **MATALE SLUVIHARE**

Après-midi: Visite d'artisans en batik, sculptures, cuivre martelé, etc. Visite du Temple dans le roc d'Aluvihare et du jardin d'épices. Départ pour Colombo via Kurunegala. Visite de plantations mixtes de thé, hévéas, cocotiers. Découverte des rizières et du mode de vie des planteurs.

Thème : **VISITE 'FORTS COLONIAUX'**

Durée : 3 jours

Kilométrage: 335 miles

Programme

1er jour, kilométrage: 75 miles

Matin: Descente vers le Sud par Kalutara, Bentota et jusqu'à Galle, classée Patrimoine Mondial. Le Fort de Galle fut bâti par les Portugais, étendu par les Hollandais en 1963, ses bâtiments et son église sont toujours intacts.

Thé à Bentota.

Déjeuner à Galle.



Après-midi: Kilométrage: 48 miles.

Continuation vers Tangalle, et visite des Forts de Matara en forme d'étoile et de la ville du 17<sup>e</sup> siècle.

Dîner et nuit à *TANGALLE*.

2<sup>e</sup>me jour, Kilométrage: 50.

Matin: Visite du vieux fort, et continuation vers le temple Bouddhiste de MulKirigala et ses charmantes fresques. Continuation vers Katuwana, et son petit Fort, et arrivée à Embilipitiya.

Lunch à *EMBILIPITIYA*.

Après-midi: Kilométrage: 42 miles.  
Ratnapura, la Cité des Pierres Précieuses.

Thème: VISITE 'PAYS DES PIERRES PRECIEUSES'

Durée : 3 jours

Kilométrage : 316 miles

Programme

1<sup>er</sup> jour, Kilométrage: 53 miles

Matin: Briefing à Colombo et départ pour kitulgala.

Déjeuner à *KITULGALA*.

Après-midi: Kilométrage: 57 miles.

Départ pour Nuwara Eliya à 6100 pieds au-dessus du niveau de la mer. Horton Plains 7300 pieds d'élévation, à travers les forêts tropicales humides, les plantations de thé et d'hévéas, etc., visite de la vallée de la Kelani River et de chutes d'eau.

Dîner et nuit à *NUWAR ELIYA*.

2<sup>e</sup>me jour: Kilométrage: 20 miles.

Matin: Départ pour Horton plains. Plateau avec prairies, fleurs sauvage et étangs à truites. Découverte de 'La fin du Monde', le bord d'un plateau géologique surplombant la plaine de plus de 3000 pieds.

Lunch à *NUWARA ELIYA*.

Dîner et nuit à *RATNAPURA*.

3<sup>e</sup>me jour, kilométrage : 20

Matin : Profitez des bains aux herbes à l'hôtel et visite des mines à pierres précieuses, des ateliers de tailleurs et du Musée Géologique, Visite du Saman Devale, anciennement un Fort à la gloire d'un des quatre dieux gardiens de l'île.

Déjeuner à *RATNAPURA*.

Après-midi: Kilométrage: 30 miles.

Départ pour Sithavaka et visite du Palais Royal, plus tard converti en Fort Hollandais, et retour à Colombo via Hanwella sur la 'vieille route'.

Kilométrage: 50 miles.

Après-midi: Kilométrage: 84 miles.

Départ pour Ratnapura, la "Cité des Pierres Précieuses". Traversée, en deux escarpements, de 2 zones climatiques.

Dîner et nuit à *RATNAPURA*.

3<sup>e</sup>me jour: Kilométrage: 20 miles.

Matin: Visite d'une mine de pierres précieuses, d'ateliers de taille et du musée géologique.

Déjeuner à *RATNAPURA*.

Après-midi: Kilométrage: 62 miles.

Visite Saman Devale, le Pèlerinage d'un des quatre dieux gardiens de l'île. Retour à Colombo à travers les plantations de thé et d'hévéas.

Thème : VISITE'ANCIENS SYSTEMES D'IRRIGATION'

Durée : 3 jours

Kilométrage: 373 miles

Programme

1<sup>er</sup> jour, Kilométrage: 110 miles

Matin: Départ pour Sigiriya via Kurunegala, centre des plantations de cocotiers et capitale de la Province du Nord-Ouest. Découverte des jardins d'eau à Sigiriya.

Déjeuner à *SIGIRIYA*.

Après-midi: Kilométrage: 33.

Départ pour Anuradhapura. Inspection des anciens systèmes d'irrigation du 3<sup>e</sup>me siècle avant J.C. au 8<sup>e</sup>me siècle après J.C., écluses, etc.

Dîner et nuit à *ANURADHAPURA*.

2<sup>e</sup>me jour : Kilométrage: 50 miles.

Matin: Départ pour Giritale, visite du système d'irrigation de kaudulla, des écluses de bisokotuwa et Minneriya.

Déjeuner à *GIRITALE*.

Après-midi: Kilométrage: 30 miles.

Visite des systèmes d'irrigation médiévaux de Giritale et Plonnaruwa.

Dîner et nuit à *GIRITALAE*.

3<sup>e</sup>me jour: Kilométrage: 60 miles.

Matin: Départ pour Aluvihare via Elahera - Nalanda en visitant les projets de déviation d'Ambanganga et des écluses à Nalanda.

Déjeuner à *MATALE*.

Après-midi: Kilométrage: 90- miles.

Découverte d'un programme de formation en artisanat - Repas campagnard typique. Retour à Colombo.

**PLAN DE TRAVAIL DE L'ASSEMBLÉE GÉNÉRALE  
DU 08 AU  
10 AOUT 1993**

- (1) Travaux sur Les jardins et paysages  
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- (2) Travaux sur les monuments de Heritage Mondial  
lieu de rencontre - Maharagama
- (3) Travaux sur l'Héritage maritime  
lieu de rencontre - Galle
- (4) Travaux sur les fortifications médiévales  
lieu de rencontre - Colombo Marriott
- (5) Travaux sur la conservation des villages  
lieu de rencontre - Mount Lavinia Hotel
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lieu de rencontre - Galle
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Icomos - Sri Lanka voudrait remercier tous les auteurs, imprimeurs et éditeurs pour leur immense soutien.

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## Story of the Logo

*The Symbol used for the 10th General Assembly of ICOMOS is a sketch depicting the Restoration of a Large Bodhisattva image in Sri Lanka. This free standing image, more than 33 feet high, was blasted by treasure hunters after its collapse to the ground. When it was found, this crystalline limestone image had been broken into more than one hundred pieces. The Department of Archaeology restored this image to its pristine glory without any sophisticated equipments. What you see in the logo is a sketch prepared while the wooden scaffolding was still intact, just after the completion of the restoration of the image.*

*An article appeared describing this project in the ICOMOS INFORMATION No. 1 of 1990 and we reproduce it in this volume with several photographs. Notes appeared in the article on the iconography of the image were by Dr. Nandana Chutiwongs.*

*This was considered as one of the finest restoration works carried out recently. We trust you will whole-heartedly agree that, its selection as the logo of the assembly had been a fitting tribute to the image and its creators of an age gone by.*

Re-published by the Department of Archaeology  
Photograph: Gamini Wijesuriye



# RESTORATION OF A VANDALIZED BODHISATTVA IMAGE AT DAMBEGODA. SRI LANKA

Roland Silva - Gamini Wijesuriva - Martin Wyss

1. Site plan of the Bodhisattva image-house facing north and the Buddha shrine facing east. The residential unit is to the south of the Buddha shrine

*Le Bodhisattva Avalokitesvara, Seigneur de compassion et Guérisseur divin, était le dieu le plus important des Bouddhistes Mahayana du Sri Lanka. Construite au 9ème et 10ème siècle, le Dambegoda Bodhisattva était une statue de 10 mètres de haut, située dans l'enceinte de l'ensemble monastique Dambegoda-Maligavela, aujourd'hui site archéologique entouré par la jungle. En 1918 des destructeurs dynamitèrent cette statue ainsi que le Bouddha Maligavela, placé à son côté. L'intérêt international fut alarmé en 1970 lorsque l'archéologue français Boisselier visita le site. Cependant ce n'est que pendant les années 80 qu'apparurent les possibilités de travail sur le site et de restauration de la statue lorsque le Département d'archéologie du Musée de Berlin (R.F.A.) élaborait un programme en collaboration avec les autorités du Sri Lanka.*

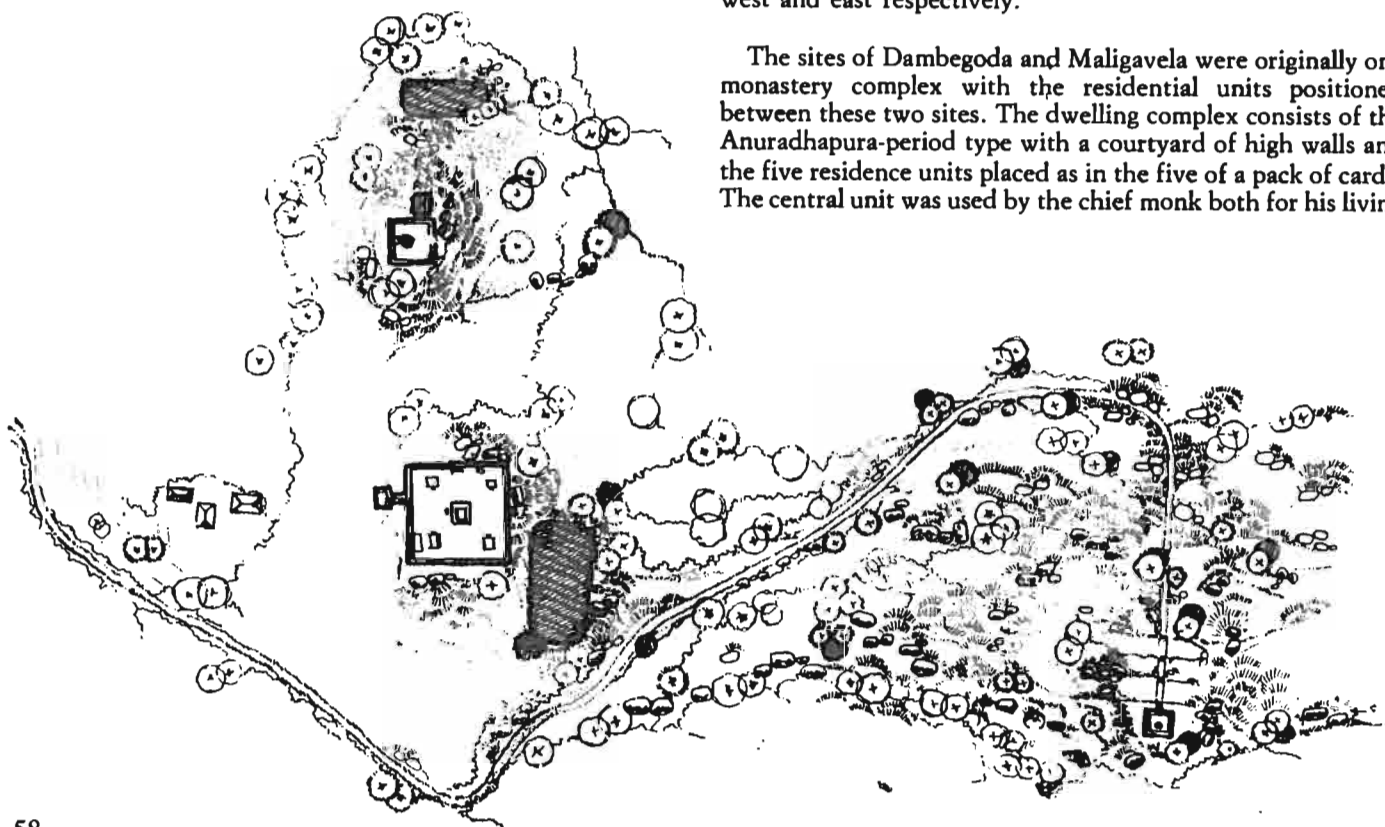
*Au-delà de la description du monument et de son contexte historique, l'article analyse le programme de restauration entrepris: recherche des parties endommagées de la statue du Bodhisattva, stabilisation de ses fondations, étude photogrammétrique, assemblage par «enfilage» des différents segments et renforcement de l'ensemble. Enfin, ce lieu de pèlerinage fut doté d'un abri adéquat.*

*El Bodhisattva Avalokitesvara, Señor de la compasión y Sanador divino, era el dios más importante de los budistas Mahayana de Sri Lanka. Construido en los siglos IX y X, el Dambegoda Bodhisattva era una estatua de 10 metros de altura, situada dentro del recinto del complejo monástico rodeado por la jungla. En 1948 esta estatua, así como la del Ruda Maligavela, colocada a su lado, fue dinamitada por unos destructores. En 1970 el interés internacional recibió la señal de alarma cuando el arqueólogo francés Boisselier visitó el sitio. Sin embargo, sólo en la década del '80 surgieron las posibilidades de trabajar en el sitio y de restaurar la estatua cuando el Departamento de Arqueología del Museo de Berlín (República Federal Alemana) elaboró un programa en colaboración con las autoridades de Sri Lanka.*

Dambegoda is a jungle site 250 kilometres from Colombo and on the northern border of the wild life sanctuary of the Yala game reserve. Wild elephants still roam this countryside. At the same time the area is currently haunted by gem explorers with precious stones being found near the surface on a daily basis. Geographically the site is on the south/east escarpment of the central mountains reaching a height of 2,500 metres. Dambegoda is no more than 100 metres above sea level and therefore, the valley that retained the heavy residue of the washdown. The area is thickly wooded and the trees are lush and tall. These jungles are still rich with black ebony, yellow satin and red tamarind. The nearest village is 5 kilometres away and the site is approached by a cart-track. The image-house of the Bodhisattva is positioned on the notch of small hillock which is about 100 metres above the plain and faces north.

Historically, the area of Dambegoda dates to pre-Christian times. There are many Brahmi inscriptions cut on the cave ledges in the area which name these rock shelters that were used by the Buddhist monks of old. The ancient highway that linked the two major capitals of the island, Anuradhapura in the north-centre and Tissamaharama in the south-east during pre-Christian times and after also passed by near to Dambegoda. Maligavela with the tallest Buddha image cut in the round and 16 metres in height and dated to about the 8th century is within a kilometre of the site. Dematamalvihara with an 8th-century Panchavasa Buddhist monastery is within 8 kilometres. Yudaganava with a stupa of 70 metres diameter but incomplete and dated to the 12th century is 20 kilometres from Dambegoda. Buduruvelgala with a group of seven colossal Mahayana figures of the 9th-10th century and the 12th century sub-capital of Galebeda are both within 40 kilometres of Dambegoda to the west and east respectively.

The sites of Dambegoda and Maligavela were originally one monastery complex with the residential units positioned between these two sites. The dwelling complex consists of the Anuradhapura-period type with a courtyard of high walls and the five residence units placed as in the five of a pack of cards. The central unit was used by the chief monk both for his living



2. It is a single cell unit with 8-foot thick walls and a cascade of steps and terraces towards the north. The roof seems to have been supported on wooden and stone pillars; the spur stones of the former and the broken stumps of the latter can still be seen at the site.

*Il Bodhisattva Avalokitesvara, Signore della pietà e guaritore divino, era il dio più importante dei buddisti Mahayana dello Sri Lanka. La Dambegoda Bodhisattva, costruita nei secoli IX e X, era una statua di 10 m. di altezza, situata nel recinto del complesso monastico Dambegoda-Maligavela, che è oggi un sito archeologico circondato dalla giungla. Nel 1948, questa statua, così come quella del Buddha Maligavela, collocata al suo fianco, fu sottoposta ad un attentato dinamitardo da parte di alcuni vandali.*

*Nel 1970, l'interesse internazionale ricevette il segnale di allarme, quando l'archeologo francese Boisselier visitò il sito. Tuttavia, solo durante gli anni '80, sorsero le possibilità di lavorare sul sito e di restaurare la statua, quando il Dipartimento di Archeologia del museo di Berlino (R.F.T.) elaborò un programma, in collaborazione con le autorità dello Sri Lanka.*

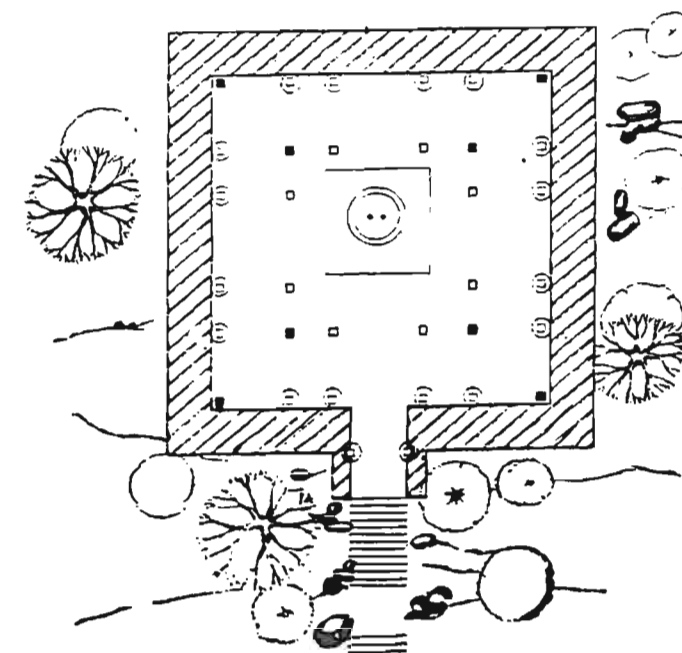
*Al di là della descrizione del monumento e del suo contesto storico, l'articolo analizza il programma di restauro intrapreso: la ricerca delle parti danneggiate della statua del Bodhisattva, il consolidamento delle sue fondazioni, lo studio fotogrammetrico, l'assemblaggio dei differenti segmenti con una tecnica di «infilaggio» ed il rafforzamento dell'insieme.*

*Questo luogo di pellegrinaggio fu dotato, infine, di un riparo adeguato.*

and teaching purposes. The storey above was the library. The four side storied dwellings could each have accommodated six pupil monks or a total group of twenty-four. Paranavitana, a former Commissioner of Archaeology in Sri Lanka, links this site with Kanagama about which the Culavamsa, the chronicle of the Mahavihara in Sri Lanka, states as follows: "In Kanagama he (Aggabodhi 607-683) built hospitals for the blind and the sick and the large image house in the Patima-vihara. There the wise (prince) set up a stone image of the Buddha (Maligavela) which he had made and which received the name of "the great", produced as by a miracle". The term "Kanagama" is interesting as it refers to a "blindmen's village". As such the chronicle refers to hospitals for the blind and the sick being built in the blindmen's village which has been identified as Maligavela/Dambegoda. A shrine in such a village for the sick cannot be better selected than that dedicated to the heavenly guardian of the sick and the infirm which according to Mahayana doctrine is the Bodhisattva Avalokitesvara, which is indeed the identification of the vandalized image at Dambegoda by Chutiwongs as given below. It is also significant to note that even today one observes blind people led by their kith and kin who come to this wild elephant-infested jungle shrine to make their offerings to the fallen image.

The Dambegoda Bodhisattva can be specifically identified as the Bodhisattva Avalokitesvara, the most important deity known to the Mahayana Buddhists of Sri Lanka. According to his worshippers, Avalokitesvara is the Lord of Compassion, the active and most powerful manifestation of Amitabha, the celestial Buddha who presides over the present age as the symbol of Universal Buddhahood and Salvation. Avalokitesvara functions as the Saviour of Mankind, looking after the world under the auspices of the Buddha Amitabha, whose effigy he bears upon his crown. This Bodhisattva "with his powerful knowledge, beholds all creatures who are beset with many hundreds of troubles and afflicted by many sorrows, and thereby is a saviour in the world, including the god". It is also this saviour through whose grace and compassion, decrepitude and disease will come to an end.

The worship of Bodhisattva Avalokitesvara as the Divine Healer prevailed in many countries including Sri Lanka. Two Buddhist manuscripts made in Nepal during the 11th century record the worship of this Bodhisattva as the Lord of the Hospitals on the island of Sri Lanka. These manuscripts obviously contain a historical fact, referring to a situation that existed in Sri Lanka from about the 9th century. The name "Kustaraja" given to the Avalokitesvara image at Vāligama reflects the ancient and persistent beliefs in the magical healing properties of the Bodhisattva. This Kustaraja image can be stylistically

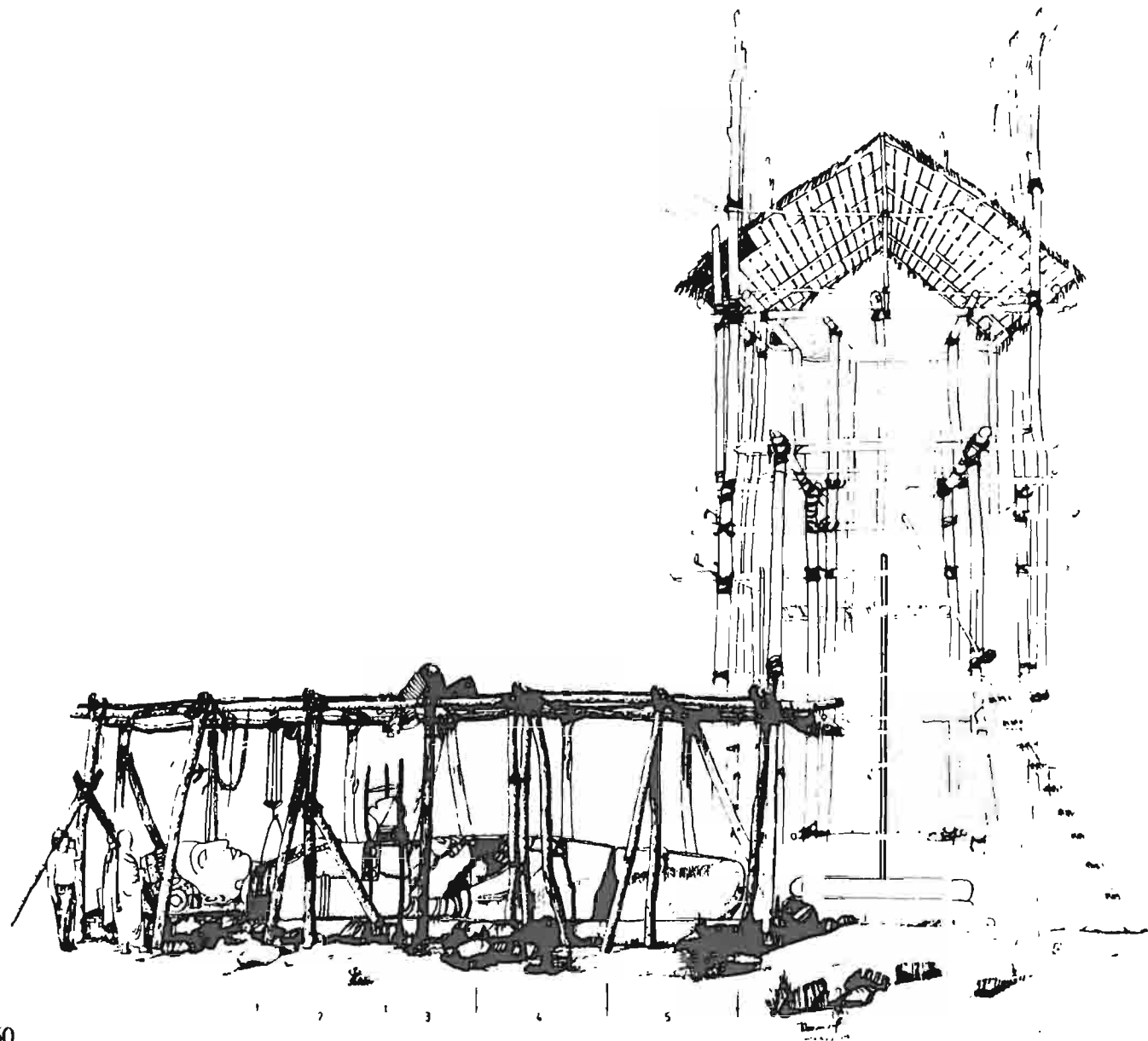




3. A photogrammetric survey of the whole image was carried out after the image was set in the sand bath and the missing portions were remodelled using clay. The pedestal with the stainless steel rods is ready to receive the image.

dated to c. 9th-10th centuries, i.e. the same period as the Dambegoda figure.

The site of Dambegoda and the shrine of this Divine Healer formed part of the village Kanagama (the blindmen's village), where royal foundations being "hospitals for the blind and the sick" were built and dedicated during the end of the 7th century. The image-house in the patima-vihara constructed there about that time was probably that of the Maligavila Buddha image, the presiding icon of the monastery/hospital complex at Kanagama. The excavated remains at the sites now reveal that another shrine, dedicated to Avalokitesvara the Divine Healer of the Mahayana system, was added to the same complex by c. 9th-10th centuries, the period when this type of Buddhism was in ascendancy on the island. The purpose was apparently to increase the divine protection and healing powers of the hospitals for the benefits of the destitute and infirm, rather than for Avalokitesvara to take over the function of the Buddha,



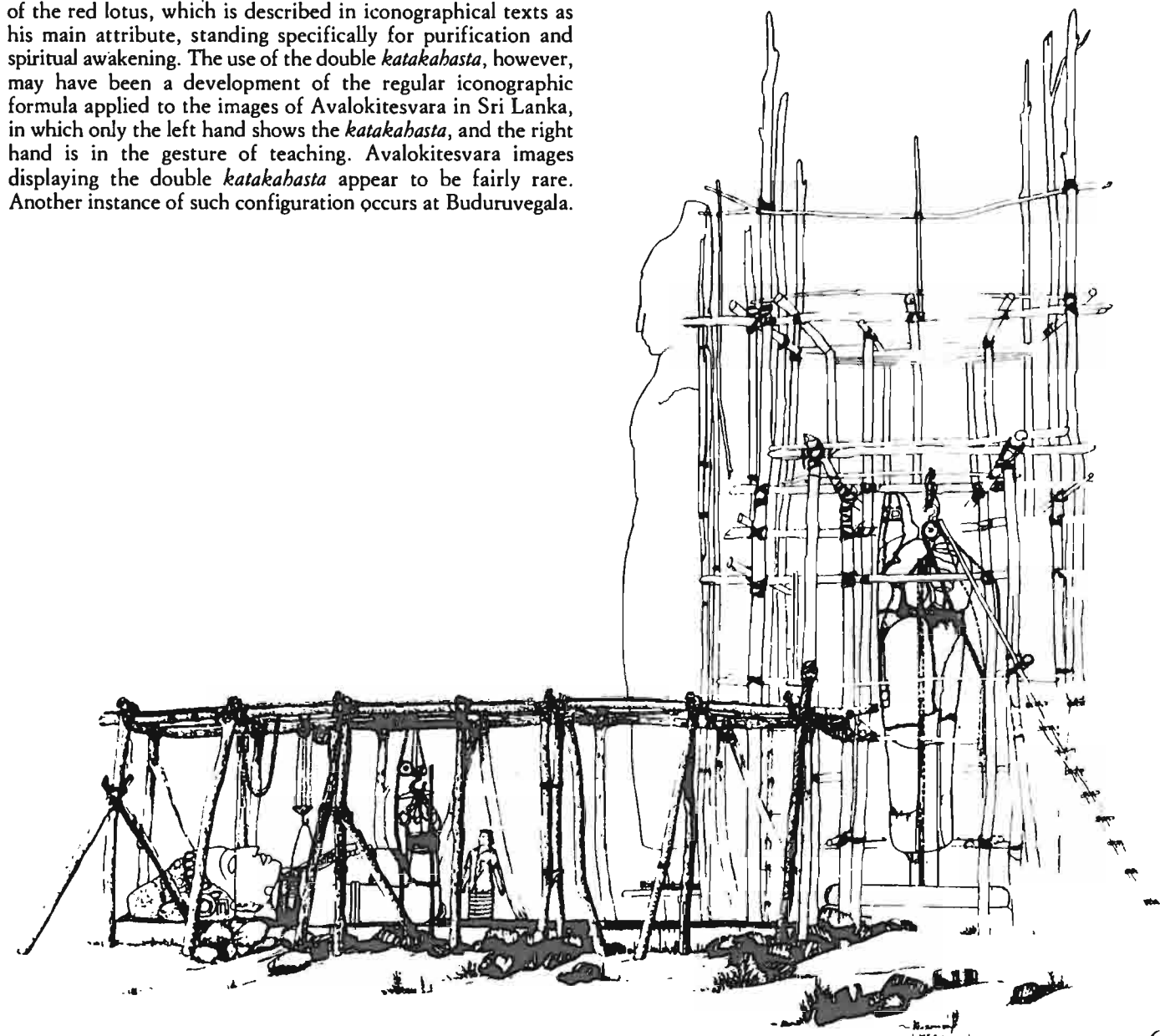
4. The lower half of the image has been set in position.

the sublime Lord of the Sinhalese Buddhists. In Sri Lanka, this appears to have happened in a more harmonious and more tolerant way than what occurred in early 13th century Cambodia, when, at the ascendancy of the cult of Avalokitesvara as the Divine Healer, royal hospitals were shifted from the spiritual care of the Medicine Buddha to the supreme protection of Avalokitesvara.

The miniature Buddha on the crown of the Dambegoda colossus establishes beyond doubt the identification of the Bodhisattva as Avalokitesvara, the Lord of Compassion and the Divine Healer of the Mahayana system. The Bodhisattva stands erect in the posture known as *samabhanga*, which reflects majestic dignity, steadfastness, strength and power. Both hands are raised in the *katakahasta* — a gesture symbolic of holding a flower which generally symbolizes benevolence. This hand-pose displayed by the Bodhisattva may indicate the presence of the red lotus, which is described in iconographical texts as his main attribute, standing specifically for purification and spiritual awakening. The use of the double *katakahasta*, however, may have been a development of the regular iconographic formula applied to the images of Avalokitesvara in Sri Lanka, in which only the left hand shows the *katakahasta*, and the right hand is in the gesture of teaching. Avalokitesvara images displaying the double *katakahasta* appear to be fairly rare. Another instance of such configuration occurs at Buduruvegala.

The Dambegoda Bodhisattva wears rich attire and many ornaments, complete with a long *yajnopavita*, the sacred thread indicative of a high social status. The elaborate crown and the full set of ornaments underline the Bodhisattva's regal and divine nature. The ascetic and priest-like traits, which form another facet of his personality, in this case, have been reduced to a summary display of stylized hairlocks, barely visible among the ornaments. The rock-cut Kustaraja image at Valigama and a few bronzes from Tiriyay also represent Avalokitesvara in such a predominantly regal form. These, however, are fairly rare in Sri Lanka in comparison with his usual depictions wearing a simple and priest-like attire.

The Dambegoda Bodhisattva may be stylistically assigned to c. 9th-10th centuries, the period in which the cult of Avalokitesvara in Sri Lanka attained its zenith. Many

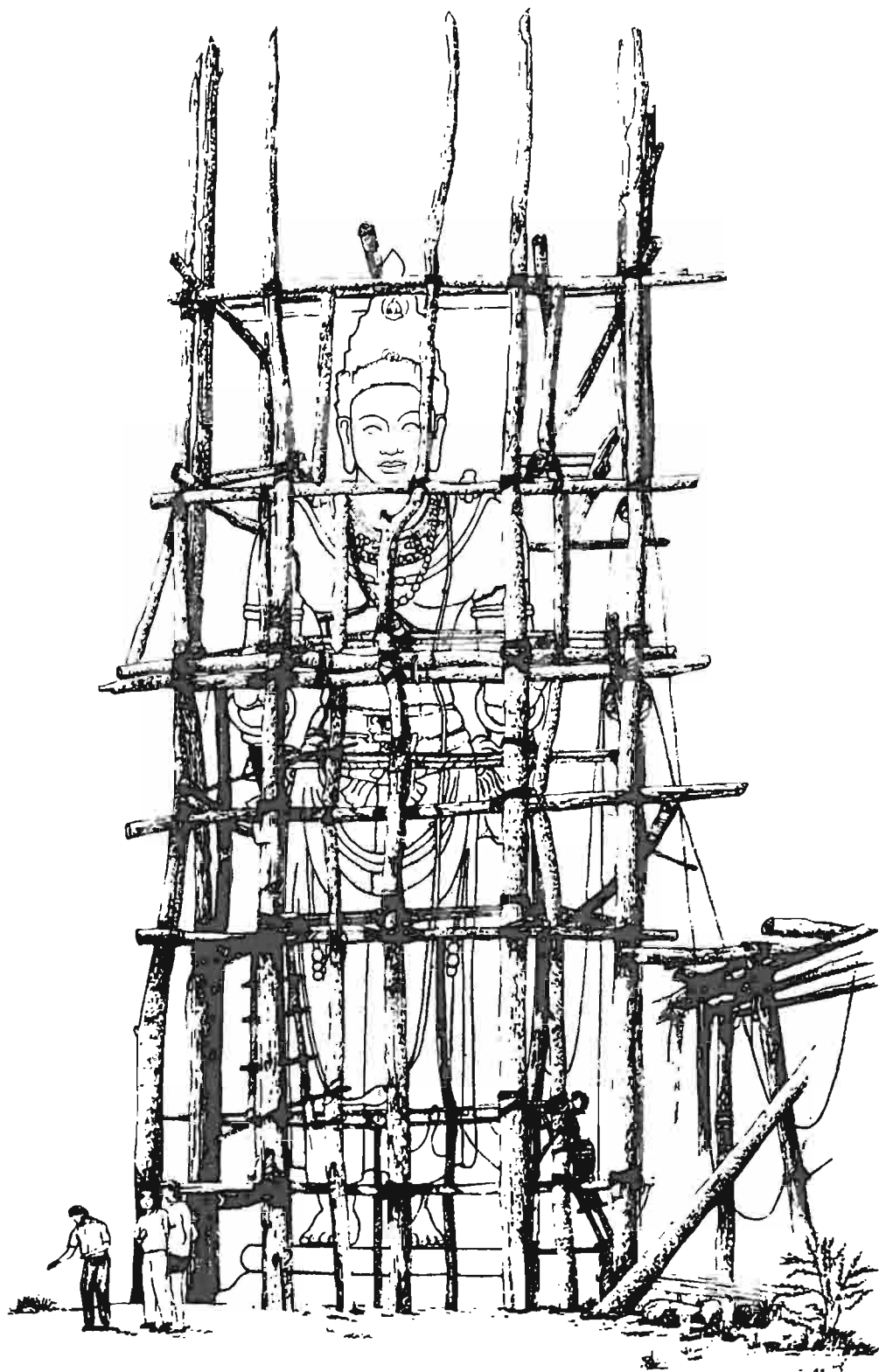




5. The Bodhisattva image in its final position after the near one hundred pieces of stone have been brought together and reassembled.

iconographic and stylistic features of the colossal figure find parallels in the Avalokitesvara images at Buduruvegala, Vāligama and Tiriya, all of which can be placed within the same span of time. The Dambegoda Bodhisattva, nevertheless, surpasses the colossi of Buduruvegala and Vāligama not merely by its size,

but more by its finely conceived proportions, its majestic pose and its remarkable sublime facial expressions. Aesthetically, the image certainly ranges among the finest sculptures made in Sri Lanka, while technically, it presents another testimony to the talent and success of the ancient Sri Lankan stone-carvers in



modelling colossal figures entirely in the round. From a religious and spiritual point of view, the Dambegoda Bodhisattva represents one of the noblest and most impressive configurations of the Bodhisattva Avalokitesvara known to the world.

The two colossal images of the Buddha at Maligavila (16 metres) and the Bodhisattva at Dambegoda (10 metres) were known to recent archaeologists like Bell who has recorded the site. The unpublished diaries of Manjūśrī (senior) even gives sketches of the site. The excavations at Maligavila discovered a Dutch coin underneath the fallen Buddha statue at Maligavila which suggests that the 100 ton figure that rested on the 15 feet wide brick walls of the image-house was still in the process of settlement even during the Dutch period of the 17th-18th century and that the coin was, indeed, a pious offering of a devotee to the site during this period. The recent interest of the site was created when the two images were blasted by vandals around 1948. They had drilled into the body of the Buddha image and the Bodhisattva figure and had attempted to blast both with dynamite. It was, however, only the Bodhisattva image that broke into about one hundred pieces. The treasure hunters were probably of the view that even the stone images like the brick and stucco figures had precious deposits in the belly.

Another area of damage that the images at Maligavila/Dambegoda experienced was with their basal plinths. The traditional lotus pedestal was the structural base upon with the roughly hewn stone block was placed with a deep wedge type of stone pin inserted in this plinth. It was after such a rough stone block was placed erect that the delicate carving of the image began. The evidence for such a conjecture is from the discovery of a roughly hewn stone block of this nature found about a kilometre away in the jungles from this site.

The Bodhisattva at Dambegoda (unlike the Buddha figure at Maligavila which had fallen on its back) had fallen on its face slightly tilted to its left. As in the case of Maligavila, the Dambegoda figure has also leaned on the 8 feet wide brick wall of the shrine and has gradually settled into an almost horizontal position. Thus the vandals had the advantageous position of drilling the back of the figure in search of treasure. Therefore, the maximum damage to the Bodhisattva is at the back of the figure at the level of the hips or slightly below. An inquiry report concerning the blastings as held by the Assistant Government Agent Senanayaka is available in the Monaragala Kachcheri.

Recent interest at Dambegoda was roused when Boisselier visited the site in 1970 and accepted to excavate and conserve the site of the Bodhisattva shrine. Unfortunately, the political troubles in Sri Lanka during 1971 and the illness of the professor thereafter, prevented further action. The Federal Republic of Germany was subsequently interested in investing on a small cultural project in Sri Lanka. Two projects were offered and it was the Bodhisattva image that won their interest. Reider from the Museum in Berlin visited the site which the Archaeological Department had already taken in hand for excavation. It was, thereafter, agreed to work on the restorations of the colossal Bodhisattva as a joint venture during the 1980s. Initial attempts in 1987 and earlier were merely experimental. In 1988 a firm programme of action was worked out and the operation is now in its final phase in 1989. The aim is to have this 9th century Bodhisattva which is one of the largest found so far, restored to its pristine glory and the ruined shrine conserved in time for the centenary of the Department of Archaeology in 1990.

The operational strategy as worked out between the Department of Archaeology, Sri Lanka and the two specialists sent by the Berlin Museum, Federal Republic of Germany were a series of step-by-step courses of action which are itemized below and adhered to closely during the work:

- Excavate the site for locating the maximum number of broken pieces of the Bodhisattva figure.
- Provide a very heavy reinforced concrete foundation upon which to rest and stabilize the figure (40 tons) where the feet and the structural base had been badly blasted by the treasure hunters as the relics are generally in a chamber below the feet of the statue. The figure to have two 75 millimetre stainless steel rods rising out of the reinforced concrete foundation of the central positions of the feet and to rise within the body of the figure up to the upper waist level. A third stainless steel rod to extend from the high level right into the head of the image.
- Prepare a sand bath that was 11 metres long and 4 metres wide and place the near hundred pieces of the statue in it with the face directed to the sky. Adequate scaffolding to be available to move the pieces from one position to another.
- To make a complete photogrammetry study of the figure using a specially designed wild camera which is used in Sri Lanka for recording excavation data in the pits.
- The missing portions of the image to be filled in with clay and the sculpture restored while in the sand bath.
- Prepare a fibre glass model of the figure to be set up as a guide while the pieces were to be placed one upon the other while in the erection process.



6. The near hundred pieces of the image were brought together into four "beads", a head and two arms and held together with three strong stainless steel bars.

- Drill the statue with a 85 millimetre bore positioning it perfectly horizontal and three metres deep beginning from the feet end. The two drill holes were to be 200 centimetres apart. The third hole was to be from the neck downwards to the thigh level. Finally, this hole to be continued from the chest piece upwards to half-way up the head.

- With the major drilling over the different pieces of the body were to be grouped into large "beads" of the body which could be jointed into one and raised by chain-blocks and threaded to the two stainless steel rods standing up from the foundation. The two rods standing up were provided with some flexible play within the reinforced concrete to provide for any minor inaccuracies of the drilling within the "beads".

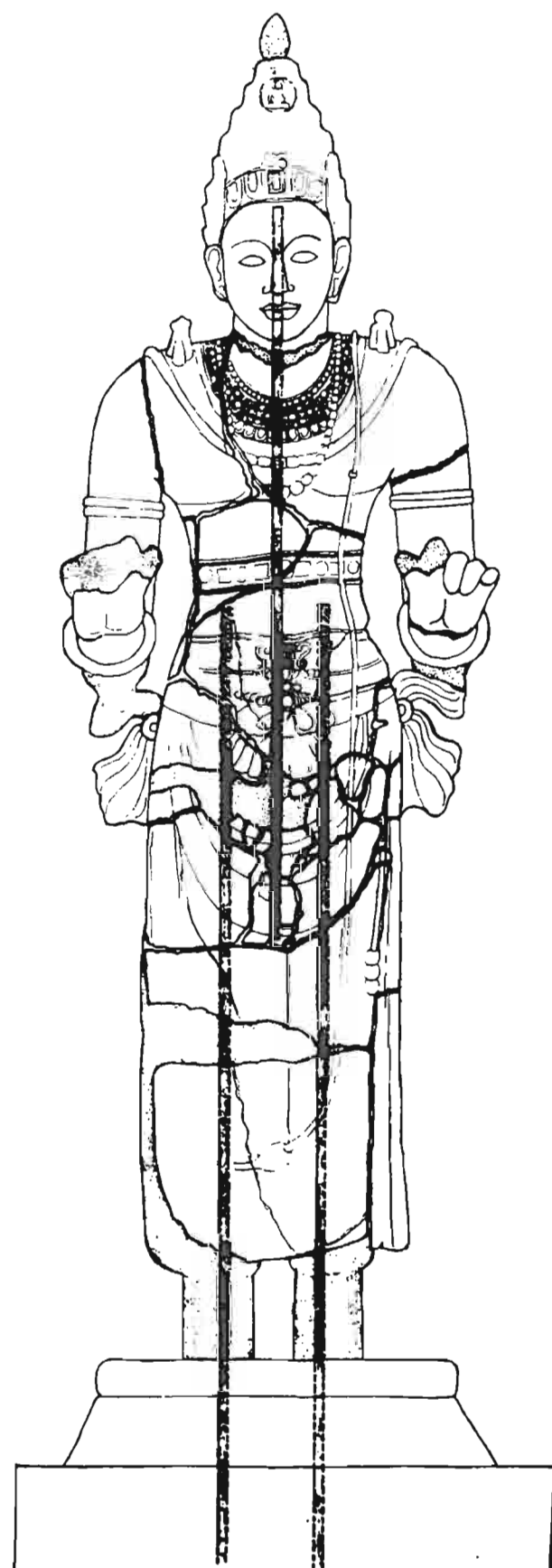
- The "beads" of the statue were prepared one from the bottom ends of the robe to the knees. The second from the knees to the thighs. The third from the thigh to the upper waist. The fourth from the upper waist to the neck. Finally, the fifth was the head. The additional sixth and the seventh pieces were the two arms that rested on the hips. When the broken pieces that constituted a "bead" were identified and brought together these were drilled with different bits with sizes of holes that were appropriate to each joint. Then different diameters of stainless steel rods were used with apoxing to fix these together into one "bead". Finally, the different "beads" that weighed between one ton to ten tons were raised "bead" by "bead" and slung into the stainless steel cords that stood vertically.

- The different "beads", the head and the arms were raised using two ten and eight five-ton chain blocks supported on very heavy jungle scaffolding which is profuse in the area. Ironically, some of the scaffolding posts were exclusive timbers like ebony, satin and tamarind. The illustrations will show the framed structures that assisted in the work.

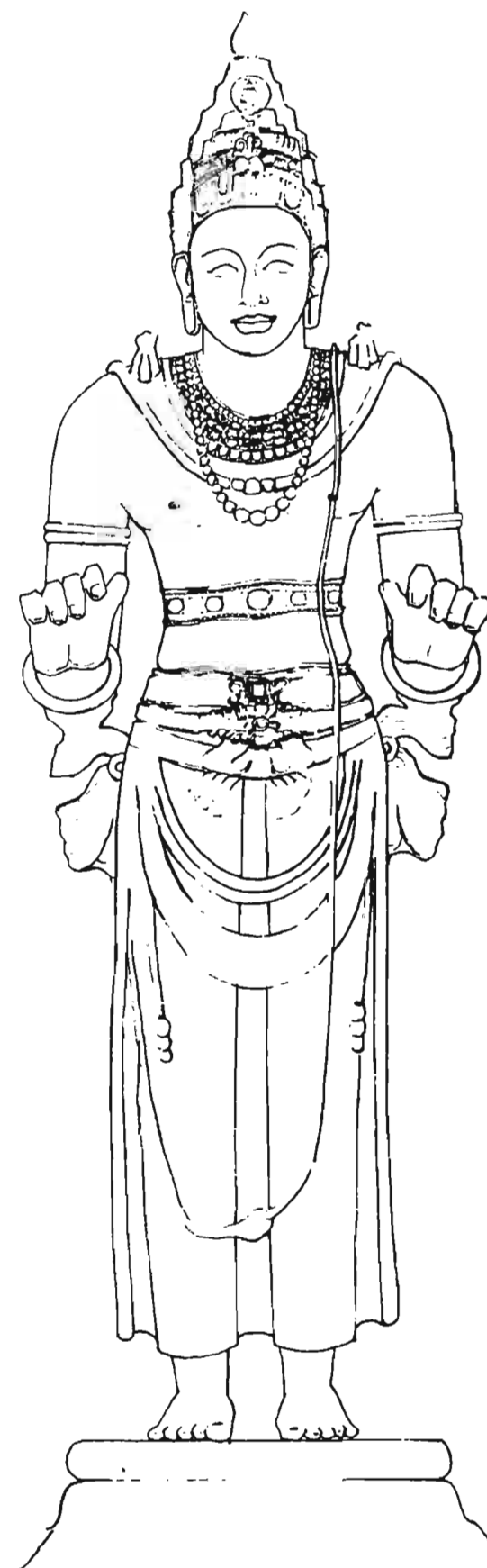
- The final work was to fill the 5% up to 10% of voids that still existed in the finished statue. These have been well webbed with stainless steel as reinforcement and filled in with the aggregate of the same stone as the statue mixed into white cement. The infills have an additional two to three inches of extra surface which could be chiselled back to provide the character of the crystalline limestone or local marble found in the locality.

- Excavate the rest of the structures constituting the monument and the site and conserve the brick and the stone work.

- Provide a conjectured shelter sympathetic to the original edifice purely as a cover to this unique Bodhisattva image. It is especially required as various chemicals and adhesives have been used to piece the vandalized statue and the effects of sun and rain, especially the ultraviolet light of the tropics, that have not been adequately tested with the modern apoxies.



7. The finished figure of the Bodhisattva image is likely to appear as above.



- Layout the site with suitable footpaths and a reception area so that pilgrims and visitors can read the context of the age-old site in relation to the living religion of Buddhism.

In conclusion, one needs to appreciate the nature of this work where the best of human research has been pooled in terms of peoples of different worlds and of different disciplines being brought together. French interest, German skills, Thai research and Sri Lankan technology have once more repaired the effects of vandalism that can never be ever eradicated from the surface of the earth.

The authors wish to acknowledge the genuine love and affection with which the labour gang headed by Appuhamy slaved over this task. The archaeological officers, Kirithi, Ratnayake and Wijepala, together with the engineering advice of Nimal, Lal, Hough and Kelly were well appreciated. The Ambassadors and the Cultural Councillor for the Federal Republic of Germany were a tower of strength throughout the work, despite the unrest in the region.



BODHISATTVA IMAGE - RESTORED

#### 4. Welcome Address - Vice President of the 9th General Assembly

*Mrs Blanche Weicherding*

"Ladies and Gentlemen,

Dear colleagues who have come from so far to assist at the 10th General Assembly of ICOMOS held here, in Sri Lanka, with all the festivities known to the island. This wonderful island was described by Jean Morillon to the Holy Pope after returning from the island in 1355 as the closest island next to paradise. I think that if we are already on the closest island next to paradise, our problems will solve themselves with angel's wings and sooner than expected. Now, I would like you to remember our last General Assembly that was held in Lausanne and presided over by Mr Jaccottet, and I represent him today as he is ill. He regrets sincerely that he cannot be here and wishes the General Assembly every success. I will not make a long speech as we have a heavy program ahead of us and I will propose immediately the Agenda of the day.... If you all agree on the Agenda of the day, we can move immediately on to the next point which is the election of the President of the 10th General Assembly, Professor Senake Bandaranayake."



#### 4. Discours de bienvenue

*Mme Blanche Weicherding*

( ) "...officiels qui ont bien voulu honorer de leur présence cette réunion. Mesdames, Messieurs, Chers collègues qui êtes venus de si loin pour assister à la 10ème Assemblée Générale de l'ICOMOS qui se tient ici, avec tous les fastes que vous savez à Sri Lanka. Cette "le merveilleuse dont Jean Morillon, quand il est revenu en 1355 auprès de sa Sainteté le Pape disait "c'est l'"le la plus proche du paradis" et je pense que si nous sommes déjà près de l'"le la plus proche du paradis, nos problèmes vont se résoudre avec des ailes d'ange et beaucoup plus vite que prévu. Je voudrais que vous vous souveniez ici de notre dernière Assemblée Générale qui s'est tenue à Lausanne, qui était présidée par M. Jaccottet, et je prends aujourd'hui la présidence à la place de M. Jaccottet Otet qui est malade et qui regrette vivement de n'avoir pas pu venir et qui souhaite à l'Assemblée Générale tous le succès possible. Je ne vais pas tenir un long discours parce que nous avons un grand programme devant nous et je vais vous proposer tout de suite d'accepter l'adoption de l'ordre du jour ( ) Si vous êtes d'accord avec l'adoption de l'ordre du jour, nous pouvons tout de suite

passer au point suivant qui est l'élection du Président de la 10ème Assemblée Générale, le Professeur Senake Bandaranayake".

#### 5. Office Bearers of the 10th General Assembly

##### **Acting for Past President :**

Blanche Weicherding (Luxembourg)  
(acting for President of the last General Assembly. Lausanne 1990 Mr. Jaccottet who was too ill to attend)

##### **President:**

Senake Bandaranayake (Sri Lanka)

##### **Vice - Presidents :**

Jane Lennon (Australia)  
Helmut Sielzer (Germany)  
Edgar Vargas (Costa Rica)

##### **Rapporteur:**

Abdelaziz Daoulatti (Tunisia)

##### **Tellers :**

Clifford Long (Norway)  
Tamas Fejerdy (Hungary)  
Ian Stapleton (Australia)

##### **Credentials Committee:**

Chairman - Francios Leblanc (Canada)  
Emil Van Brederode (Netherlands)  
Michel Jantzen (France)  
Patricia Green (Jamaica)  
Blanca Nino Norton (Guatemala)

##### **Candidatures Committee :**

Chairman - Ashley de Vos (Sri Lanka)  
William Murtagh (USA)  
Brigitta Hoberg (Sweden)  
Solomon Worede Kal (Ethiopia)  
Jean Barthelemy (Belgium)

##### **Resolutions Committee :**

Chairman - Elliott Carroll (USA)  
Francis Golding (UK)  
Luce Hinsch (Norway)  
Suzanna Cruz Sampaio (Brazil)  
Subbhadradi Diskul (Thailand)

##### **Programme and Budget**

Chairman - Joan Domicci (Australia)  
Jan Jessurun (Netherlands)  
Bengi Johansson (Sweden)  
Francois Leblanc (Canada)  
Jean-Louis Luxen (Belgium)

##### **Advisers :**

Monica Bilfinger (Switzerland)  
Emil van Berderode (Netherlands)

## 6. Election of President - 10th General Assembly Address on Election

*Prof. Senake Bandaranayake*

Ladies and Gentlemen,  
Friends:

I must thank the General Assembly for the high and traditional honour of electing me to preside over this Tenth General Assembly of the International Council on Monuments and Sites.

It is indeed heartening to see this large crowded hall this morning. We have 63 member countries participating in this General Assembly and over 330 delegates, an expression of the growth and expansion of ICOMOS since the last General Assembly in Lausanne.

We have a very heavy agenda, complex issues, and a busy week of work ahead of us. This afternoon we will have something of the traditional rituals of a Sri Lankan opening ceremony combined with the formalities of the inauguration of an ICOMOS General Assembly.

In the meantime, I hope we can have a business like approach to even the most complex, theoretical and practical problems which we will address in the coming days. In order to set the tone, without much ado, I call upon Mr. Leo van Nispen, the Director of ICOMOS, to read out the Provisional Agenda.

Thank you.

## 7. Statement by International Bodies Unesco and World Heritage Centre

*Dr. Lyndl Prott*

It gives me great pleasure to speak at the 10th General Assembly of the International Council on Monuments and Sites. I bring greetings and best wishes from the Director General of UNESCO.

UNESCO in its task of protecting the cultural heritage of all peoples, relies greatly on the expertise of bodies such as ICOMOS. I am grateful, in my daily work at the headquarters in Paris, for the close and friendly co-operation which has been possible to develop, not only with the headquarters of ICOMOS, but with many of its International Committees and even with individual members of ICOMOS throughout the world.

Let me describe to you some of the areas where this co-operation has been important. As you know, UNESCO has been responsible for international campaigns for outstanding cultural sites all over the world. In the Asian area, important work has been done at Borobudur, Mohenjodara, Sukothai and of course Sri Lanka. I can think of no better programme to witness the type of work that can be done as a result of international co-operation than the kind of cultural treasures which have

been preserved for future generations in the campaign carried out in Sri Lanka's "Cultural Triangle".

Since 1980, UNESCO has been working at Pagan in Burma, assisting the authorities at Myanmar as it is now called, in the preservation of that remarkable cultural complex. At the moment an enormous challenge exists to preserve the ruins at Angkor in Cambodia. UNESCO is committed to action there and to assist the Cambodian authorities in the preservation of the cultural remains endangered by armed conflict and civil disorder. Such armed conflicts and civil disorder often give way to a surge of cultural mis-administrations, theft, clandestine excavations which benefits illicit trades and other such evil acts.

ICOMOS members have been working hand in hand with UNESCO in all these projects. Your own President has been UNESCO's partner in the "Cultural Triangle". Other ICOMOS members have been actively consulted in all other projects areas of campaigns or in special involvements with UNESCO.

UNESCO relies on the expertise of these professionals in carrying out its work, not only in respect of the



campaigns mentioned in Cambodia, but in a major way for the evaluation of a nominated monument before its inscription on the World Heritage list. This major work of the World Heritage Committee could not be properly administered in keeping with the convention concerning the protection of World Cultural and Natural Heritage of 1972 without the help of ICOMOS. Nor could UNESCO act usefully at its secretariat if the impartial and careful considerations were not made available from the professional expertise which ICOMOS is able to provide from among its members. The Chairman of the World Heritage Committee asked me particularly to convey to you, his many thanks for the work that ICOMOS has performed in this respect and his warmest good wishes to the conference. The Director of the recently formed World Heritage Centre, within the secretariat of UNESCO has also asked me to pass his greetings to you.

The ways in which ICOMOS can assist governments in preserving their cultural heritage is still expanding. The damage done to the cultural heritage in the Gulf area during the military intervention in 1991 and the damage continuing in the territory of former Yugoslavia has turned thoughts on to the new dimensions of action to seek and other means available to the international community to stop such vandalism.

A study is well in advance on the means to improve the application of the Convention for the Protection of Cultural Monuments in Times of

Armed Conflict a spelt out in 1954 in the Hague convention. A Vice President of ICOM, has provided a lengthy study of the provisions of that convention. Although he sees many ways by which the convention could be improved, his major conclusion is that very much more could be done within the existing provisions of the convention if greater resources and greater will could be put behind it. It has been a particular concern of mine to ensure that the bodies like ICOMOS, ICOM, ICCROM are available in the emergencies of threatened warfare as well as in the immediate aftermath of conflict or of natural disasters.

I am grateful that ICOMOS has taken up proposals to examine the establishment of an emergency core of experts who would be able at short notice to assist the authorities in States where cultural heritage is under threat, to take urgent action, to protect by whatever means possible their cultural heritage and to help in inventoring damage and in proposing solutions where damage has occurred. Such a team which we may call in short, the "Blue Shield", after the well known emblem of the convention. Such an organisation could operate at short notice and could put the best expertise at the right point where it is most needed. The possibility of organising such a team of experts from non government organisations has already been the subject of one meeting in Paris and is shortly to be the subject of another, both organised by ICOMOS.

It is evident to me that there are occasions where inter governmental

organisations cannot act and non-governmental organisations have more freedom. I can give you two examples; UNESCO is part of the United Nation System, and is bound by the resolutions of the Security Council. This resulted in UNESCO being unable for many years to send a team to Northern Cyprus to assist in the protection of the cultural heritage there; nor has it been able to send a team to Iraq to assess the damage after the events in 1991.

While it is clear that it is not desirable to send experts into danger zones, the result is that often owing to such situations of danger one encourages the loss of evidence.

Many experts are prepared to undertake at personal risk if they can to help save some of the cultural heritage.

Let alone Monuments and sites of outstanding universal significance, a vast amount of buildings and living areas which are of National or local significance is lost and this is desperate loss for the communities as these provide a context to their history.

What is most striking when one looks at the activities of ICOMOS including the work of the national and international committees is the enormous range of expertise within the organisation. A look at the list of Committee, meeting after this conference is, indeed, staggering.

I am particularly pleased at the work of the new committee on Under Water Cultural Heritage. The Executive/Finance Core at UNESCO at its first meeting invited the Director General to consider the feasibility of an international legal

instrument for protecting the Under Water Cultural Heritage. The damage being done to such heritage sites gives UNESCO much concern. The work of this ICOMOS committee in filling up proper standards of activities affecting the heritage is, therefore, of great importance.

Regular collaboration between UNESCO and ICOMOS has been rewarding and the prospect of new collaborations in the future are, indeed exciting. Despite serious financial constraints, which all organisations and governments are presently suffering from, UNESCO and ICOMOS are bound to continue to work together, each contributing its special role to the preservation of the cultural Heritage.

I shall follow the proceedings of the meeting with close interest and I wish the conference every success in its deliberations.

Thank you.



## Statement by International Bodies Iccrom

*Jukka Jokilhto*

Chairman,  
Ladies and Gentlemen,

It is a great pleasure for me to represent ICCROM and I would like to bring three things to your notice. Our Director was supposed to be here, but at the last minute he had to cancel his trip. I am however pleased to know that there are three former directors of ICCROM present at this meeting so I am not alone.

I also would like to emphasise that ICCROM and ICOMOS have traditionally had a very long standing collaboration. Even at present, several members of ICCROM are also members of ICOMOS. We are participating actively in three international committees the Training Committee, the Urban Architecture Committee and the Vernacular Architecture Committee. We have also gone through many challenges together for near in 30 years.

ICCROM actually is an inter governmental organisation and therefore, has a specific character, being created a little earlier than 1956 by UNESCO. ICOMOS as an international association provides the human resources that we need in order to complete our own activities.

Hence, I believe that we have an excellent background to build a better union for long standing collaboration

as in the past. Over the three decades we have been facing major changes in the world. The concepts of cultural heritage has acquired an evaluation in concept, from monuments and sites to perhaps cultural landscapes. We also have seen even in the programme of this conference that we are giving special attention to cultural landscapes, to economics etc., which are in some ways new challenges for us. We have to understand that we cannot only talk about conservation today as a sort of site protection, we have to see it in the developing and, changing world context.

We have to make cultural heritage relevant to present day life and note that it has a sense and significance in that specific context. We are not only speaking about archaeological sites. We are talking very much about the so called minor architecture which is not only architecture, it is also the living tradition, and life itself. The values and the qualities of life, which are reflected in land use agricultural activities, economics and so forth are also related and relevant.

ICCROM at present, is facing this problem very consciously. In fact, from a year ago we have started

what we call a review process. The aim of this review process is to understand better the present needs and the requirements of the world and therefore, we are now working in order to understand what ICCROM has been doing until now. What is ICCROM today and what should ICCROM do tomorrow in order to face these challenges in this changing world.

It is obvious that here we can only work together. It is not a task for one organisation. It is a task for all organisations that are there in this world. It is a question of channelling and coordinating the existing resources, each contributing from its own point of view. We have in this sense tried to understand what is heritage today. It is not only the built heritage. It is not also the physical heritage where for example UNESCO has been putting a lot of emphasis in recent times and which is also becoming very evident in the work of any conservation activity.

Conservation is not just the material. It is also what is keeping the material alive. This question is one of the key issues today. It is a question of maintenance. Here we have a question which is one of the key issues today. It is education and training and also research, in order to understand where we are standing.

It is obvious that the international committee of ICOMOS too will have to face this challenge in the future specially in the Training Committee. I believe it is in a key position in this regard. I believe that the question of ethics in conservation the question of how to contribute to the training of architects, town planners, engineers

is a key issue in the future.

But we are not only dealing with specialists. We are also dealing with the general public, we are dealing with politicians, administrators and managers, and in fact today, we are probably coming to perhaps a possession in terms of our policies. It means that we are not only dealing now with technical problems, technical solutions that we have to find for specific restoration issues, but we have to face the need to develop our philosophies and our policies in order to build up a coherent approach which can be seen also in a global sense.

I am very pleased that UNESCO is now preparing a meeting to discuss global values. And it is very much a question of values that we have to deal with. It is a question of values and qualities, conservation is very much on those lines. So obviously, it is true that we also are facing today, many specific challenges such as destruction, war, earthquakes, floods and those require special attention and in fact, in all these fields I believe that ICCROM and ICOMOS together can perhaps help to provide a better standing for the future.

Therefore, I am very pleased to be here and I wish with all my heart all the very best for this General Assembly.

Thank you.

## Statement by International Bodies - World Food Programme

*Sahid Malik*

Delegates to the General Assembly of  
ICOMOS,

Representatives of International Bodies,  
and Distinguished Guests;

The World Food Programme is the food aid organisation of the United Nation system. It provides, grant food aid in support of social and economic development projects and emergency food aid in times of man made or natural disasters. In the category of development projects, World Food Programme had provided assistance to projects for the preservation of monuments and sites.

The role of food aid in these projects have been to provide budgetary support to the government and create employment opportunities for the poor. The world has many ancient sites containing important historical monuments that are in the heritage of mankind and must be preserved. Some of these monuments are threatened by man-made or natural causes and need to be saved. Some are in need of conservation or restoration, while there are others that remain to be discovered through excavations.

These actions require many different inputs. The intellectual resources are required to conceive the project and to provide overall guidance. The co-ordination and implementation of the project

activities require sound administrative capacity. Technical staff is needed for guidance and supervision at work sites. By far the largest human input in these projects is that of the workers. These are the men and women who carry out the actual physical work of excavation, conservation and restoration.

Experience has shown that the cash resources needed to employ the required number of workers are not always available. The men and women employed for the manual work come from the poorest segments of the local population. They need job opportunities for subsistence. It is in support of creating employment for these people that the WFP has found a role in its assistance. The first large scale WFP involvement in this field was in Egypt. The project was the preservation of monuments from the rising waters of the Aswan Dam. The WFP assisted project started in August 1972 and continued till February 1980.

The project activities during the seven and half years included the preparation of the filled site for salvage work by constructing a coffer dam around the site and de-watering,

dismantling the monument block by block, and preparing the new site, transporting the blocks to the new site, re-erecting and restoring the monuments and landscaping the Fille island. The 3000 workers employed in these activities received a part payment of their wages in WFP supplied food commodities. The savings of the part wages generated by this assistance was re-invested in the project. The project created employment opportunities of over 600,000 work days for local labour at a time when there was large scale unemployment in the area after the completion of the Aswan Dam. In Sri Lanka the WFP has been an active partner in support of the excavation, conservation and restoration activities of the "Cultural Triangle" project. This assistance which commenced in 1982 is continuing.

In this project the workers receive about 50% of their wages in WFP food commodities. This assistance has enabled the project to generate employment for a total of about 500,000 work days. This scale would not have been possible from the project's own cash resources. A large part of the project activities are in the dry zone of Sri Lanka, that suffers from high unemployment and under employment.

The project is, therefore, making a significant contribution in creating jobs and alleviating poverty. These examples show that projects involved in extensive excavation, conservation and restoration of Cultural and Historical sites in addition to preserving the Heritage of mankind, create large scale immediate

employment opportunities for the poor of the area.

There can be other side benefits. The workers have the potential of enhancing their skills through 'on-the-job-training', thereby, increasing the marketability of the services. The restored monuments and sites increase Cultural Tourism, with this increase comes development in the form of hotels, shops and other tourism related industries, thereby, generating long term employment opportunities for the local population. These benefits are more likely to materialise, if they are incorporated in the project design. We feel that all projects aiming to discover and preserve historical monuments and sites should wherever possible, make development benefits to the local population an integral part of the project objectives.

This approach will generate commitment and interest of the local population and contribute to the effective maintenance of the restored monuments. It is important that we do not overlook the needs of the present, when we are searching for the past.

We wish you success in your deliberations.

Thank you



## Statement by International Bodies Getty Grant Programme

*Timothy P. Whalen*

Dr. Silva,  
Members of the Executive Committee,  
Prof. Bandaranayake,  
Delegates, Ladies and Gentlemen:

I am very pleased to be here in this extraordinary island of Sri Lanka and I am honoured to participate in what guaranteed to be an extremely important series of meetings regarding the conservation of Cultural Heritage sites throughout the world. It is a distinct pleasure to be here with the world's conservation community and to recognise the importance of the work of the international secretariat and the national ICOMOS committees.

ICOMOS is a world mission. It is specially significant that we are a part of this first General Assembly meeting convened in Asia. This choice of venue I hope will allow us to share ideas that expose more of us to the important conservation elements in all parts of the world and allow for the exchange of ideas and for international understanding among us.

I represent the Getty Grant Programme which is just one part of the much larger Organisation. I am pleased that Dr. Angel Corzo and my colleagues from the Getty Conservation Institute are here as well.

Under its architectural conservation grant programme, The

Getty Grant Programme is happy to have been able to provide financial assistance to numerous organisations to support the architectural conservation of World Heritage Sites in monuments throughout the world. I should say that we are particularly pleased that the Getty Grant was able to assist the University of Moratuwa here in Sri Lanka, with the important work that they are handling at the Temple of the Tooth Shrine at Polonnaruwa, a World Heritage Site under the "Cultural Triangle" programme.

I look forward to meeting many of you and sharing information about the Getty Programme's investment patterns. We have set some guidelines. We believe to be truly international in our support of architectural heritage.

My thanks to Dr. Silva, the local committees and the secretarial staff who have spent so much time in organising, what will surely be an extra ordinary meeting in Colombo.

Thank you.

## Statement by International Bodies - Getty Conservation Institute

*Dr. Angel Corzo*

Mr. Chairman,  
Member of the Executive Committee of ICOMOS,  
Distinguished Colleagues:

I want to thank first of all Dr. Roland Silva and Mr. Bandaranayake for the invitation to address this 10th General Assembly of the International Council on Monuments and Sites. It is an honour I assure you, for the Getty Conservation Institute to do so on this important occasion and to be able to talk to you very briefly, about the work that we are doing. Although we are a private institution, our mission to further the appreciation and practice of conservation, brings us very close to the work and purposes of the ICOMOS.

Over the last 8 years - the first 8 years of our life, our research and training and field projects have spread over many countries around the world.

In fact, looking around this auditorium I see that with time, we would have had the opportunity to talk with many of you in some of our projects in Latin America, Africa and also here in this region. Some of these projects, I want to assure you, are taking place in World Heritage Sites. Two years ago with US - ICOMOS, we organised a conference on the Conservation of Cultural property in the countries of Asia and

the Pacific which took place in Hawaii. That gathering brought forth many of our Asian colleagues working in these regions. And Dr. Silva assures us that it is its catalyst actions that have led to the creation of several ICOMOS National Committees. We are delighted with this result. In the last two days some of us who were in Hawaii have been meeting here in Sri Lanka to take up again some of the important issues that were discussed two years ago.

The publication of the papers presented in the Hawaii meeting and the conclusions and recommendations made by the participants have just come out and is available at this conference. We believe, that these publications constitute an important reference work for those of us working in this field.

Over the last two days, our discussions have centred on legislations, the impact of tourists and visitors to the sites, the development of public concerns over the importance of saving the cultural heritage, education and training. And these discussions will be continued over the next few days at the ICOMOS meetings.

In the last few years we have been



working with our colleagues in the Bureau of Cultural Relics of The Peoples Republic of China, who are present here, to find solutions to problems that affect large numbers of sites in this region. A project at a Buddhist grotto includes research on environmental monitoring, the effects of pollution and the control of water filtration of the caves. The findings, we expect, will help conservation not only in the two sites on China, but will also be applicable to many other sites in the region and around the world.

The results of this work, together with a lot of other important papers, will be presented next October, as part of our China project. We will hold a conference in China on the conservation of the sites on the Silk Road. I know many of you are planning to attend this and we are looking forward to seeing you there.

The activities of our institute also include an important training component, which is very close to the activities of ICOMOS. Our course on the conservation and management of sites have been developed using the Venice Character as a basic frame work. These courses which have been offered not only in China but also on the World Heritage Site in Cyprus, help to disseminate the principles set forth in this Charter and other International Conventions and also to make recommendations as well covering the technical aspects of site conservation. Those of you from other parts of the world might find more relevant, the work that we are doing in the conservation of a doorway on our Stone Conservation Course in Latin America. The

conservation work that we are doing in the historic city centres in Equador, the stabilisation of archaeological structures in tropical climates, our wall painting conservation courses in Egypt and in London, and the work being done to develop newer techniques for recording archaeological sites, as well as publication which include Art and Archaeological and Technical aspects. Whatever you are interested in, and whatever part of the world you come from, I hope to have the opportunity to discuss our work with you over the next few days.

Finally, I would like to take this opportunity to thank our host the National Committee of Sri Lanka, for the warm welcome you have given us already and the wonderful arrangements that you have made for us.

I look forward to taking this opportunity for visiting your country and getting to know at least a small part of your rich cultural heritage. And I look forward to participating with all of you, in what promises to be a very interesting and fruitful meeting.

Thank you.

## Norwegian Institute of Technology

Mr. President,  
ICOMOS members;

I am very happy for this opportunity to inform you that the sixth International Course on Wood Conservation Technology will be held in Norway in May - July 1994. This is the sixth of a series of courses which has been arranged as a joint venture with UNESCO, ICCROM and ICOMOS.

At a national level, the Norwegian Cultural Heritage and the Norwegian Institute of Technology have been responsible for the planning and realisation of the courses, which have been founded by UNESCO in 1975. In the courses, the emphasis is placed on the conservation of wood, wooden buildings and wooden constructions and the conservation of wooden objects in museums and the problems associated with such artifacts.

I hope this course will promote research and cultural understanding in the field of wood conservation. I also hope that it will be as successful as the previous courses and be a meaningful and valuable resource, both for the individual participants and for their work in the respective nations. An information paper will be available at the first break, through the Norwegian Delegation, so I will be looking forward to welcoming

you to Norway as participants from your countries.

Thank you.

## 8. Group Photograph





## 9. Triennial Report - President, ICOMOS

*Dr. Roland Silva*

Distinguished Delegates of ICOMOS,

It is the proudest moment for all ICOMOS Members in Asia Oceanic to be able to host the General Assembly in Asian and Oceanian soil. We have since the 7th General Assembly in Rostock and Dresden pressed our claims that ICOMOS should prove its sense of universality. Now, with the reality of ICOMOS' presence in Sri Lanka, the question has been more than partly answered. Even with the thought of ICOMOS extending its interest to Asia and Oceania, we have already had the response of the largest states of the region becoming members of ICOMOS and thereby, committing these nations to the adherence of the common goal, that this esteemed professional group professes to promote. We are happy to state that new Executive Committee scheduled to be appointed here at the 10th General Assembly. Indonesia, Pakistan, Philippines and Thailand have joined ICOMOS in the past three years. These states alone have brought in more than a third of the world population under the surveillance of ICOMOS and the sheltered treasures of Man's heritage, in an equal portion under

international care and safeguarding. We, therefore, welcome not only our new brothers and sisters of ICOMOS of Asia and Oceania but also the others that have joined us from the other parts of the world such as Croatia, El Salvador, Estonia, Georgia, Lithuania, Panama, Paraguay, Ukraine and Zambia.

We are proud to state that we have now a membership from 78 states of the World, ten more than we were at the 9th General Assembly. We are happy to announce that we are able to produce in Sri Lanka for the 10th General Assembly a complete Directory of its near 5,000 members and the activities of its 78 National Committees. In this we have, with the help of ICOMOS Netherlands, incorporated names and statutes of all the allied international bodies with whom we have to work very closely.

The frontline of ICOMOS action is enshrined in the International Scientific Committees. It is through these that research and new thinking of this World Body of professionals is advanced. We were thirteen committees at the 9th General Assembly and we are now fourteen at the 10th General Assembly. We are

once again proud to state that the new baby on "Underwater Cultural Heritage" has also been initiated from the soil and the watermass of Asia and Oceanic, with headquarters in Australia. These fourteen International Scientific Committees have slowed their forward march to consolidate their forces and to universalise their activities. The Eger Principles that have been formulated and are scheduled to be presented at the 10th General Assembly were prepared to achieve these end objectives. With this major consolidation reached there are many new areas of action and research that has been scheduled. Yet another milestone in this journey of international conservation research is that, ICOMOS Sri Lanka, with the help of the Central Cultural Fund, has been able to publish the accumulated research of these fourteen International Scientific Committees in a dozen volumes, targeting the texts towards the postgraduate scholars in the training institutions engaged in teaching the conservation of Monuments and Sites.

The Scientific Journal of ICOMOS, which was the organ for the dissemination of all new thinking has been revamped by its editorial board and we have in 1993 brought out two jumbo volumes of 400 pages each on a bi-annual basis. These have been published under the generosity of ICOMOS Spain, and on the initiative of the Advisory Committee Chairperson for which we are deeply grateful. This new vision of recording the work of the International Scientific Committees,

with a volume each dedicated to an International Scientific Committee subject, or the work of a single National Committee as a case-study of the activities on conservation in a single member state of ICOMOS, is a dimension of action with a most pragmatic end objective. We are confident that the Scientific research so extended by the ICOMOS journal, will undoubtedly, be achieved.

The Documentation Centre at headquarters, is the treasure trove of ICOMOS. It is not only the memory of UNESCO covering the built heritage of mankind but also the research bank of the National and International Scientific Committees of ICOMOS. The Documentation Centre has in the past three years re-focused its objective, to assist UNESCO to store the global studies of the potential World Heritage Monuments and Sites. The tabled documents of those listed, the vast amount of archival material linked with the thirty or more international heritage campaigns of UNESCO, and the collation of research emanating from the National and International Scientific Committees, is a major activity of the Documentation Centre. The question of immediate interest is not only to store, but how do we disseminate this data at a reasonable speed to the members of ICOMOS that may search for such knowledge. These are steps that have yet to be taken, even at some cost to those in demand.

France was the happy host to welcome ICOMOS at its very inception to have its headquarters in Paris which is, undoubtedly, the centre of the world of culture. We

have been proud to gather in this hub of the universe and extend our interests to care and safeguard the treasures of the immovable, by ready service. We have now been offered a further gift by this generous state in placing before us a portion of the Palace of Versailles as the new headquarters of ICOMOS which will be ready by the end of 1993. We do have to ask our other friends of ICOMOS to help in re-furbishing these new premises and to look forward to an environment that is even more conducive to extended research and international collaboration.

The administrative and financial matters of ICOMOS will be handled in great depth by our colleagues, the Secretary General and the Treasurer General. But if we were to touch upon an aspect that is the weakest link in our chain of ICOMOS activities, it is finance. This is because of our very socialistic or christian-like approach. We have always sheltered our membership from financial embarrassment in a rather childlike way. We always think of the poorest member states and have measured our contribution by this yardstick. We have also made ourselves provide well beyond our resources in such items as the scientific quarterly or the bi-annuals at no cost. It is this financially folly, that we pray, would be reviewed by the next Executive Committee. Our understanding is that the recurrent cost of an institution should well be covered by the resources of its own organization, so that any welcome contribution can be expended on newer and forward looking projects.

This does not mean that we have to have the poorer nations basking in the sun of want. But rather, find practical solutions to assist towards maximum participation of all nationals who wish to draw on and disperse the cumulative knowledge and skills of a profession. Our attention is thus, focused to meet the natural and human threats to the immovable and created common patrimony of Mankind.

In terms of our future, we are glad to table at the 10th General Assembly a document that has set its targets towards the end years of the 20th century. The committee that has met for near three years has worked hard towards pragmatic results. The world is never short of ideas and our French colleague brought out a strong case for further regionalisation. How much of this brilliance is acceptable to the whole organization is yet to be tested, for what we need to achieve is the very best in terms of the 78 member states.

Finally, we have to say thank you, for the honorary services extended to ICOMOS by its Advisory and Executive members. Nearly all of them had to find their own resources and expend their much earned holiday time to participate in the extended meetings in Paris and elsewhere. We are happy to announce that there was nearly always more than 70% attendance and at times, even 100%. The meetings that were held are as follows:-

Advisory Committee (4) meetings  
(1)1990, (1)1991, (1) 1992, (1) 1993  
Executive Committee (8) meetings



(2)1990, (2)1991, (2) 1992, (2) 1993

Bureau Meetings (8) meetings

(1)1990, (3)1991, (2) 1992, (2) 1993

We also need to record that much effort was made to make the presence of ICOMOS felt universally by having the Advisory Committee meeting for the first time in the Southern Hemisphere and holding the Bureau meetings outside Paris, in Hungary and in Sri Lanka. At the same time, the Secretary General was a roving Ambassador to more than two dozen nations and the Vice President covered the various regions in an extensive way. The President selected different cultural groups to represent ICOMOS, apart from France and Sri Lanka which were home countries, Hawaii for an Asia/Pacific meeting, Montreal to attend the Annual General Conference of Canada, Washington to meet ICOMOS members, Norway to meet the International Scientific Wood Committee, Poland to participate in the annual gathering of ICOMOS, Portugal to present the ICOMOS views to Lisbon's master plan of preservation and development and it being made a World Heritage City and also meeting ICOMOS members, Hungary to take part in the review of the International Scientific Committees, Tunisia to meet ICOMOS members and the World Heritage Committee, India to meet ICOMOS members, Pakistan to formalise the request for this country to join ICOMOS, China to communicate with the Vice Minister of Cultural to request membership of ICOMOS, Australia to participate in the Annual General Meeting of ICOMOS and take part in the

Advisory Committee meeting.

We are also glad to record that the Secretariat, headed by the Director, was a tower of strength, despite the tight ropes that the Treasurer General had to walk to settle and make good some grand old debts. It is, indeed, the ingenuity of our Treasurer General that leaves us still afloat on the ship of survival. Let us recall with pride the closeness with which the inner circle of administration, Secretary/ Treasurer/ Director/ President, was able to work with a conference - call-link at least every fortnight to clear the hard questions of the members with the Secretariat. We trust that the members have been responded to, in due time and that such services were provided with a smile.

Finally, let us thank the Sri Lanka Government and the present President of the country who was our Chairman until May 1993 and thereby, had released us to attend to these International engagements and to serve the membership of ICOMOS in the capacity of service that we have been able to provide in comfort and with joy.

Thank you.

## 10. Triennial Report -Secretary General, ICOMOS

*Herb Stovel*

### A. Introduction

It seems appropriate in beginning a review of ICOMOS activity over the 2 3/4 years since the 9th General Assembly in Lausanne to define a series of reference points against which change, positive or negative, could be measured. These reference points must of necessity include the resolutions of the previous General Assembly, the report of the last General Assembly's Programme and Budget Committee and the philosophical outlook and aspirations of the senior officers elected in Lausanne.

### B. Objectives Established during The Lausanne General Assembly

#### 1. General Assembly Resolutions Lausanne 1990.

The Resolutions Committee of the 9th General Assembly focus their attention on the following major points:

1. the need for the Bureau and the Executive Committee of ICOMOS to "proceed, with the means that they judge most appropriate, to a thorough examination and a new definition of the role, structure and objectives of the International Committees...", following which proposals for new committees could

be studied.

(Note: This resolution has been responded to with the Principles of Eger, which attempt to provide a new operating framework for the International Committees).

2. the need "to promote the organisation of training courses at different levels, leading to theoretical and practical competence of professionals of conservation and restoration, through multidisciplinary programmes adapted to cultural and natural specificities and leading to degrees meeting the requirements of each profession", and "to encourage international exchange of knowledge and experience in this field" and to improve representation by professional associations.

(Note: This resolution has been met by the Training Committee's Guidelines document proposed for approval by this General Assembly, and extended by current efforts, led by the Training Committee to develop an ICOMOS Code of Ethics for the common discipline of conservation).

3. that an ICOMOS "Bureau for public relations, press and information, be constituted" that "ICOMOS Information be assured



much wider dissemination" and that there be "active participation by the members of ICOMOS" in other heritage conservation publications.

(Note: The first two were considered by the Executive Committee and not accepted; and the third is beyond the competence of the Executive Committee).

4. that the international and national leaders of 'ICOMOS' intensify their action vis-a-vis governments, parliaments and local authorities so that they intervene or develop legislation on cultural heritage inspired by the fundamental principles of the Charter of Venice.... " and to promote a "policy of integrated conservation that includes the protection of monuments and sites within the objectives of territorial planning".

(Note: These resolutions, directed as they are to international and national leaders of ICOMOS, are beyond the competence of the Executive Committee; nevertheless these objectives have been forcefully promoted with ICOMOS' increased involvement with world heritage monitoring on many significant sites; these objectives will be refined in a series of ICOMOS meetings on authenticity in Norway and Japan in 1994).

5. that ICOMOS call an Extraordinary General Assembly in October 1991 with the "view of adopting amendments modifying the articles of the statutes concerning elections".

(Note: An Executive Committee working group studies the apparent problems with the statutes and concluded that these did not warrant

amendment, but rather careful commentary to assist clarity of understanding).

A series of more narrowly focused resolutions concerned with Cultural Tourism (approving the resolutions of the Canterbury meeting of the ICOMOS European Conference on Heritage and Tourism, 27-30 March, 1990) and with threats to Lebanese Cultural Heritage (reinforcing efforts to safeguard Lebanese Cultural Heritage, and to strengthen the Hague Convention), offering support for the Council finally, supporting creation of an international network of qualified persons sensitizing young people to heritage, itself to report to the next General Assembly, were also approved.

## **2. Programme and Budget Committee Recommendations Lausanne 1990.**

The Programme and Budget Committee working without benefit of a guiding document developed by the previous Executive Committee proposed a series of long and short-term initiatives.

Long-term initiatives included:

1. A strategic planning initiative intended to "make recommendations concerning ICOMOS' role in a changing world, ICOMOS' image needs and promotional strategies, appropriate measures to achieve related objectives, associated structural and administrative requirements, and an appropriate balance between regional and central roles and activities" and to "place emphasis on the process.... offering tangible opportunities for the participation of every member of ICOMOS."

(Note: This initiative has been carried through by ICOMOS' Future Planning Group which will report on the initiative separately).

2. A communications initiative recommended setting up a task force "to explore the fullest range of communications means and needs within the organisation", including, "examining the cost effectiveness of ICOMOS Information, the feasibility of developing an ICOMOS newsletter, the feasibility of using new technology...to share information rapidly with national and international committees".

(Note: This initiative was picked up quickly by the Executive Committee and has resulted in actions to re-establish an ICOMOS newsletter, to discontinue ICOMOS Information and to replace it with a new Scientific Journal on a self-financing basis and considerable development of our capacity to communicate using the most up-to-date information technology and networks.

3. An Information Management Initiative proposed setting up a "task force to examine the information exchange needs and possibilities of ICOMOS, and in particular the potential of the UNESCO - ICOMOS Documentation Centre to play a useful role within the existing and growing network of global conservation information centres".

(Note: Exploring these possibilities in considerable detail has been an ICOMOS priority over the last three years).

4. An alliance initiative proposed "setting up a working group to examine the potential for cooperative

alliances with all potential partners.....including UNESCO, UNDP, the World Bank, the Council of Europe, ICOM, ICCROM....and to recommend those most fruitful.... to develop and maintain".

5. A project development initiative focused on the need to identify "fundable projects which would support ICOMOS objectives" rather than simple, undirected fund-raising.

(Note: This attitude has infused ICOMOS' attitude to its largest single contract with the World Heritage Centre, within which we have taken on considerably more work, particularly in the area of the Convention's intellectual development and in the monitoring of World Heritage sites, moving our contract budget from 150,000. In 1990 to 375,000. IN 1993. This attitude has also stimulated ICOMOS' promotion for a Cultural Heritage at Risk Fund, which would provide ICOMOS (and others) with contract income for provision of the requisite expertise).

In addition, the Programme and Budget Committee outlined a series of short-term initiatives:

1. Strengthening the Secretariat in recognition of the degree to which the Secretariat has been asked for years to function "beyond reasonable limits of time and support" was considered important, through increasing staff salaries, confirming a Director of appropriate management capacity, conservation experience and representational capacity and giving that Director clear guidelines to act on behalf of ICOMOS, and increasing the size of the Secretariat.



(Note: Staff salaries were increased; a Director of appropriate qualifications was retained; and the Secretariat has diminished in size).

2. Efforts to make a "clear and definitive decision" concerning the relocation of the ICOMOS Secretariat, in order to facilitate "at the earliest possible opportunity....our transfer to adequate and stable quarters".

(Note: This has been pursued vigorously by a working group set up to deal with this issue; designated suitable space has been offered ICOMOS within the Ecuries at Versailles, though funds to outfit the space in the order of two million dollars have not yet been found).

3. Improving relations with UNESCO was foreseen as a priority activity.

(Note: Relocation with the new World Heritage Centre has been developed on a positive basis; it remains to redefine and strengthen our traditional role with the Physical Heritage Division).

4. Stimulating International Committee activity was foreseen by the Committee as an important priority for short-term activity.

(Note: Many of the concerns expressed about the effectiveness of the International Committees have been pursued within the context of the Principles of Eger.

5. The ICOMOS Statutes and associated procedures were highlighted as urgently requiring attention for possible revision, by the Programme and Budget Committee.

(Note: The need to address statutes revision was addressed by a working group set up for the purpose as noted

previously, and less drastic measures a commentary to explain and interpret existing statutes recommended as adequate. Equally, all ICOMOS procedural documents have been brought together for review, synthesis and clarification over the last 12 months).

### **3. General Orientation of the Elected ICOMOS Officers.**

A reasonable guide to the outlook adopted by ICOMOS' President, Treasurer-General and Secretary-General lies within the guiding philosophical objectives identified within the Programme and Budget Committee's report as the criteria guiding the choice and definition of long and short-term objectives. As such, these are repeated:

- increasing the capacity of ICOMOS members to participate actively in shaping and carrying out the activities;
- sharing responsibility for the focus and effectiveness of ICOMOS programmes among all members of the organisation's governing bodies;
- improving communication among all members of ICOMOS, at all levels of the organisation;
- increasing the capacity of members sharing common cultures and/or problems to act together on a regional basis;
- increasing the operating effectiveness of the Secretariat applying more business-like methods to the organisation's operations, and to use of the structures and regulations governing its behaviour;
- greater attention to existing rules and procedures which would allow ICOMOS to monitor and upgrade the effectiveness of its operations, if

implemented;

- increasing the impact of ICOMOS initiatives on those whose actions have greatest impact on the cultural resources we seek to conserve;

- depending on a positive sharing of local and regional ICOMOS practices as a means to stimulate ICOMOS activity, rather than on developing and imposing centralized standards of performance on groups of different needs and aspirations."

Those aspirations may be summarized in the following points which the officers have used to guide their choices since Lausanne:

1. Belief in a more participatory, democratic and accountable decision-making style. ICOMOS for much of its history has allowed its personality to be in essence reflected through the views and expressions of its elected President. This has frequently resulted in perceptions and practices characteristic of autocratic leadership, and frustrations on the part of members of the Executive Committee who have felt unable to meaningfully use the energies and talents they have been elected or co-opted to employ.

(Note: ICOMOS' leadership has become thoroughly democratic in outlook and practices. All Bureau members and most Executive Committee members have been assigned major responsibilities for ICOMOS policy and activity. Executive Committee Working Groups have been established in all major areas of ICOMOS activity).

2. Insistence on professional management and responsible budgeting. ICOMOS' Secretariat had

not for many years prior to the Lausanne General Assembly received the support it required to function in a fully professional manner. As a consequence, through unconscious neglect, through attrition of numbers, through lack of resources and skills, the ICOMOS Secretariat was quite unable to function to contemporary standards of effectiveness or up to members' expectations.

(Note: ICOMOS has made major strides in this area. ICOMOS' Director is a professional manager/conservationist of the very highest credentials in the field. ICOMOS now balances its budget and does not spend money it does not have).

3. Upgrading ICOMOS' Secretariat equipment. Again prior to the Lausanne General Assembly, the ICOMOS office was, by contemporary standards, backward. A small number of obsolete computers were shared between staff; typewriters still played a key role in office activity and office accounting was done by hand. The Officers elected in Lausanne felt it important to accompany increased professionalism among staff with management tools adequate to these expectations.

(Note: The ICOMOS Secretariat has been transformed in all respects. The acquisition of a range of computers and compatible software has ensured operating effectiveness to contemporary standards. ICOMOS is now developing facility in the use of the computerized tools necessary to efficiently and consistently manage the organisation's accounting needs. The Secretariat has begun to exchange data with members through



various e-mail networks).

4. Focus on improving administrative efficiency. It has seemed important to the elected officers to ensure that the Secretariat could respond efficiently to members' requests for information, action or involvement.

(Note: While the ICOMOS Newsletter has met this need to some extent by regularizing distribution of news, the Secretariat, understaffed and under-resourced to an even greater extent than in 1990, has not been able to meet members' expectations of reasonable standards of service).

5. Focus on creating a climate of respect within ICOMOS. The Lausanne General Assembly left open unhealthy divisions among members and groups of members. The officers felt it particularly important to restore an inner harmony within ICOMOS by consciously working to respect and include all points of view in ICOMOS' decision-making.

(Note: This policy appears to have been little appreciated, and claims of exclusion from ICOMOS continue to appear on the part of various committees or groups).

#### C. Measuring Progress

The point-by-point review above provides abundant evidence of concrete steps taken by ICOMOS in the 33 months since the Lausanne General Assembly to improve the organisation. To briefly summarize and in no particular order of priority, these measures include:

- development of an improved operating framework for international committees (the Principles of Eger);

- development of the ICOMOS Training Committee's Guidelines for Education and Training, and initiation of an ICOMOS Code of Ethics;

- an improved approach to scientific materials dissemination through strengthening links of international Committees to the Documentation Centre, through development of an information strategy based on contemporary technology, through initiation of a new Scientific Journal, and through scientific publications associated with the Sri Lanka General Assembly;

- active pursuit of a Future Plan for ICOMOS built on consultation with members and elected leaders;

- improved communication among members through the ICOMOS newsletter, and through the development of an ICOMOS Directory, to be published in Sri Lanka;

- strong improvement in the quality and variety of services offered to the World Heritage Committee;

- improved structural links to selected partners: ICCROM, ICOM, UNESCO and Council of Europe;

- professional management for the ICOMOS Secretariat; upgrading of Secretariat support equipment;

- responsible balanced budgeting on the part of the Executive Committee; development of contemporary accounting tools to manage financial information;

- progress on planned relocation to Versailles, including allocation of space, development of time/cost scenarios for the transfer, and

ongoing negotiations with the French authorities;

- development of a proposed ICOMOS World Cultural Heritage Fund to aid world heritage at risk as a means for ICOMOS to assume a larger and more significant role in the conservation world.

If this report were to stop here, following recitation of this list of accomplishments, the satisfaction that might appear by rights to belong to the Executive Committee and, to you, the members, would be empty, because to be honest, we all continue to have a sense of ICOMOS in crisis. Indeed these feelings are not exaggerated or misplaced: ICOMOS is in the most serious crisis of its existence.

ICOMOS survives physically at present for only two reasons:

as a consequence of the managerial rigour brought insistently to its activities and operations by the officers and the Director, and even more fundamentally, through the extraordinary financial generosity of the governments of Holland and of Canada. Holland has supported the salary of ICOMOS' Director Leo van Nispen from his arrival in spring 1991, and absorbed many other operating expenses of substantial size (linked primarily to communications, marketing and planning activities); Canada in 1993 has passed close to 200,000 American dollars to ICOMOS to support a range of World Heritage activities, permitting ICOMOS both to increase its field of action but also to increase its income. Without these latter two infusions, without any doubt, ICOMOS as we know it would have ceased to exist,

probably early in 1993. (It should also be noted that the Hungarian National Committee of ICOMOS, and the Government of Sri Lanka have also made exceptional financial contributions to ICOMOS in the last several years, and that other national committees such as the Australian, have funded highly significant regional ICOMOS activity).

This crisis has its roots in several areas.

1. First, and most immediately, it reflects the loss of the tolerance enjoyed by ICOMOS (and many other NGOs) with respect to payment of taxes. The imposed taxation itself has resulted in a 48% loss of ICOMOS spending capacity in 1993. yet it has been accompanied almost simultaneously by a series of equally damaging measures: the need to pay the Assedic (or Social Insurance payments) on behalf of our employees to the government, other recently imposed tax measures, the withdrawal of the French government's annual 100,000 franc subvention, a cut of UNESCO's subvention to ICOMOS by 20% in the next biennium (itself a reflection of declining contributions to UNESCO). Taken together, these threaten to remove permanently approximately 60% of the annual spending capacity of ICOMOS. Expressed in another fashion, ICOMOS would need to increase its income by close to 50% to maintain the inadequate level of services provided at the end of 1992.

These figures are daunting, even frightening; yet they no more than reflect a shift in the world economic order, necessitated by the desire of



governments to become more responsible in their own budgeting. This shift is permanent; and rather than focusing on the need to return to the old patterns of subsidy, ICOMOS may find it more useful to ascertain where it belongs within the changed order.

2. The second source of a sense of crisis within ICOMOS lies within the tendency to polarization of potential ICOMOS leadership groups. ICOMOS continues to be characterized by exaggerated claims of correctness and efficacy on the part of those in power, and equally, by claims of calumny and incompetence etc. (always expressed politely) directed to the leaders by those outside the leadership group.

After almost 30 years of existence, ICOMOS is in need of higher levels of maturity on the part of its members. In our diminished global financial circumstances, organisations which cannot find the means to work toward the objectives they share will surely disappear quickly. It is divisive, indeed injurious, to continue to think of ICOMOS in terms of French-speaking, or English-speaking blocs, or biases, or sets of views. We need to recognize ourselves as fundamentally involved in the same pursuit in the definition and refinement of those principles meant to ensure the survival of the significant messages carried by our cultural heritage, to the greatest degree possible.

3. A third source of unease has something to do with the current debate sparked by the recent French National Committee letter on regionalization within ICOMOS. The

letter, in principle, is welcome; it has quickly succeeded in crystallizing discussion of future options among members in a way that the Future Planning exercise had not managed to do. Yet, I believe the letter is misdirected; in its desire to improve the capacity of regions (cultural/geographic/linguistic etc.) to assure direct representation, it entirely neglects the overriding need to explore and articulate those universal ideas and constants that justify the existence of an international organisation dedicated to cultural heritage conservation, while it risks substitution of an approach based on the segregation by differences in its stead.

It is one thing to approach conservation projects in different countries or cultural contexts, imbued with the desire to respect cultural differences; it is quite another thing to encourage a system where these differences would have free play without any interest in the ties or ideas which define their common cause.

The ICOMOS Future Planning Group has tried to address these problems in a comprehensive manner and to move beyond the current sense of crisis which seems to pervade ICOMOS discussions. In assessing their conclusions, it seems important to draw the attention of the Advisory Committee to several key points:

1. Many of the suggestions made in the last General Assembly concerned the need to improve ICOMOS' image and its public relations capacity. These reflect a general sense that the perception of

ICOMOS effectiveness by our partners and collaborators, and indeed our members, is poor. My experiences confirm this generally shared impression of ICOMOS

● a well meaning but fairly amateurish and marginal group in relation to the strong institutional capacity developed by government and others over the last 30 years. However it would be futile to talk about improving ICOMOS' image without first improving the impact of its activity. This may appear a trite statement, but it signals the importance of first clarifying the essential purposes of ICOMOS activity before spending time on promotional packages to accompany these goals.

2. One of the major changes required inside ICOMOS to avert the ongoing sense of crisis, particularly with respect to the previous points made about chronic polarization and the misdirected regionalization debate involve changes of attitude.

Though it is not difficult to describe existing differences of attitude, it is much more difficult to suggest how attitudinal barriers can be overcome. ICOMOS, through excision of partisan character in its debates, needs to build confidence in the common purpose of its members and to move beyond views and positions held only because of the geographic or cultural context within which they have been expressed.

3. ICOMOS should recognize the extraordinary potential of recent efforts to link its professional network to the problems of selected world heritage sites, in order to galvanize the organisation's capacity

to intervene in high profile, visible situations, in meaningful ways. ICOMOS has begun to explore how best to mobilize its network to meet genuine needs at Kizhi and St. Petersburg in Russia and at Kathmandu in Nepal a series of current "monitoring" projects. The proposed ICOMOS Fund for Cultural Heritage (at risk), while associating ICOMOS with a global initiative of great importance, equally offers ICOMOS members the opportunity to offer their services in situations of very high importance.

4. The gains made over the last 33 months have been made at no small expense, of human energy or emotion, or the use of scarce resources. The gains made constitute permanent and positive advances and should be perceived as such, providing future elected administrations with a well-developed core of improvements upon which to build. Future leaders should avoid perceived needs to begin anew; there is much of great consequence now in place.

5. ICOMOS needs to associate itself more directly with governments and public institutions in financially supporting its work. Parallel organisations like IUCN have grown dramatically through their association with government, without in any way diluting the essential nature of their cause, or their professionalism. This is really the only substantial as-yet-unexplored avenue of financial support open to ICOMOS; as noted in point #1 above however, the promotion of ICOMOS without substantiation and clarification of associated benefits is a fairly

meaningless exercise.

6. The ICOMOS headquarters would be best maintained at or near Paris for a variety of evident reasons. However it is now necessary to recognize that the cost of maintaining this commitment may be more than ICOMOS can bear. I believe strongly that if ICOMOS is not quickly able to gain French government agreement to maintain the essential points of Andre Malraux's promise to ICOMOS, then ICOMOS should actively seek more suitable space in another country for its activities.

7. Much has been made in recent discussions about the advisability of introducing Spanish as a third working language. There is much to recommend this idea; indeed, particularly in the light of our increasing difficulties in France, and the consequent need to consider alternatives, there is much to support giving Spanish higher priority than French. At the same time, while improving Spanish activity within ICOMOS may appear justified on the basis of the organisation's current profile, ICOMOS should be aware of the likely implications of achieving our goal of establishing a more meaningful global presence (e.g. the need for recognizing Chinese and Arabic as key ICOMOS languages, among others).

8. In reviewing activity among ICOMOS national and international committees since the Lausanne General Assembly, it is possible to say the following:

- the Executive Committee has approved the creation of new national committees in Lithuania, Zambia, El

Salvador, and the Philippines;

- new national committees are being established in Burkina Faso, Slovenia, Croatia, Georgia, the Ukraine, Guatemala, Panama, Estonia, Latvia, Uruguay, Jamaica, Thailand, Belarus and China;

- national committees have been or are being reorganised in Colombia, Romania, India, Russia, Albania, Ecuador, Paraguay, Tanzania, Slovakia;

- one new international committee has been formed (Underwater Cultural Heritage) and another (the Vernacular Architecture Committee) served notice that approval of their statutes will be withdrawn if it does not meet higher standards of global representation.

The activity signalled above includes both gains and losses, and indeed, many of the gains reflect the dissolution of the former Soviet Union and the former Yugoslavia. And undoubtedly for every committee that has rejuvenated itself, there is one sliding back into dormancy.

This analysis suggests that ICOMOS is still far from having a meaningful presence in all regions of the world. This Executive Committee has made great efforts to improve participation in the Asian/Pacific region by bringing meetings (administrative and scientific) to the region; it is hoped that the future Executive Committee will follow a similar approach to establishing a meaningful ICOMOS presence in Africa and the Spanish speaking Americas.

ICOMOS plays a uniquely significant role internationally with

respect to the survival of important cultural heritage. Only by focusing on our common purposes rather than those petty differences which seem to separate us will ICOMOS begin to achieve the goals envisioned for it by its founders, in our contemporary world.

## 11. Triennial Report - Treasurer General, ICOMOS

*J. Jessurun*

### 1. Introduction

Before writing this report on June 29 this year I started of course with examining my files. The first thing which caught my eye was a letter of Jacques Dalibard to me - dated exactly three years ago (June 29, 1990) - in which he expressed his worries about what he called the crisis ICOMOS was in. He quoted the financial situation to be the most obvious problem.

I only discovered three months later how right he was, after I had been elected Treasurer-General. One could, without overdoing it, really speak of an alarming situation. Despite all our efforts during the last year I must say that today's situation is no better and may become even worse next year.

It goes without saying that in this situation I was not very ambitious to continue as T.G. and I am still not.

### 1. Analysis in Autumn 1990

Our first analysis of the financial situation of ICOMOS showed quite a lot of unsatisfactory facts.

The most important thereof were the following:

1. The theoretical income out of membership fees covered only about 40% of the costs of the secretariat.

The reality was even worse since fees really received only covered about 85% of the total of contributions due. The conclusion was that the balance between fixed income and fixed expenses was really improper.

2. No clear relation existed between the various items of income and expenses as a consequence whereof the cash flow position was often very bad and caused situations of insolvency.

3. No financial reserves being available, deficits in any year had to be compensated in the next year's budget by either a decrease of expenses or an increase of income.

4. Unexpected and unpaid bills appeared from various sides since not all external arrangements including financial obligations were laid down.

5. The existing contract between ICOMOS and ESI for the journal was lethal for ICOMOS ESI could - and also really did - increase their prices at the cost of ICOMOS who had no contractual instruments to prevent this.

6. Since ICOMOS membership fees were billed and received in US dollars, ICOMOS had already been suffering for a long time from the

devaluation of the US dollar (about 50% since the membership fees had been fixed the last time). This was aggravated by the fact that an important part of ICOMOS' expenses had to be paid in French francs.

### 3. Implementation for the Budgeting

Merely based on the above analysis we started with the following aims.

1. To develop a system of realistic allocation of costs including overheads- to all activities performed.

2. To create a cash flow planning and information system to protect our liquidity, which included early billing.

3. To minimize costs of Paris' operations.

4. To cut those activities which could not properly be covered by revenues.

5. To rearrange priorities in terms of financial means available.

6. To develop a plan for fund raising and/or sponsoring.

### 4. Financial performance and developments

#### General

In the annexa you will find the balance sheets and accounts of results over 1990, 1991 and 1992 as composed by our external controllers. ICOMOS balance sheets for these years were all approved by our external controllers. In the annexa you will also find the budget for 1993 as approved by the Executive Committee adapted to suit new circumstances.

#### Annual results

For 1990, our predecessors had foreseen a small profit of about FF

10.000. When we took over in October of that year it soon became clear that those expectations were all too optimistic: the year ended with a deficit of about FF 175.000.

1991 ended with a major deficit of about FF 878.000 though the income had been increased and operational costs were cut remarkably.

1992 showed again a considerable deficit of about FF 525.000.

The deficits in 1991 and 1992 were mainly caused by unexpected tax charges, the costs of terminating the ESI-contract (you will find more information on these points in the following pages) and unforeseen costs for lawyers' advice in several cases. Besides we wrote off all the unpaid membership fees which were still open in the books for more than three years.

For 1993 we expect a small deficit of FF 80.000, if a strong budget-discipline will be maintained (NB my remarks under point 10 of the Review of Finances).

This Review of the Finances, attached to this document as an annexa, gives you a schedule of receipts and expenses over the previous five years.

#### Expenses

1. A system of allocation of costs to activities is under development but already operational and is starting to contribute to the process of financial decisions to be taken by the Executive Committee.

2. Moderate increases of salaries of the secretariat-employees were unavoidable. Also the costs for other items (e.g. communications) were increased due to external reasons.

This could only be covered by



cutting other secretariat-activities, having sometimes considerable consequences for the performance of the secretariat.

It has also been decided to limit the assistance from interpreters for meetings to a bare minimum.

3. The French authorities confronted ICOMOS with a major problem by charging us with substantial amounts for two types of taxes for employees and for an unemployment-fund for 5 years backwards. This created an extraordinary burden of an immediate character as well as a structural increase of the costs for our employees in future.

Our protest against these charges - together with ICOM - remained unsuccessful.

Since the Dutch Government was so kind - for the time being - to pay the salary of our interim-director, we managed to keep our labour-costs under control. (on the following pages the consequences of this situation is indicated)

4. After complicated negotiations, the contract with ESI was able to be terminated under - according to the opinion of our external controller - conditions favourable to ICOMOS when taking into account the longer term.

#### **Income**

1. Although the membership fees were increased, this basic income is still not in balance with the - fixed - operational costs.

2. The incomes from UNESCO contracts and other missions have been increased considerably although all of a sudden the contract for the Documentation Centre has been cut

by 50 %.

3. The global political and economical situation in almost all parts of the world is not very favourable for fund raising.

Besides it is clear that fund raising requires clear definitions and strategy.

We found the Dutch Government prepared to pay for an expert who is now - in close cooperation with Officers and Director - developing a plan for fund raising resp. alternative activities in this respect.

4. The annual subventions from the former USSR were cancelled.

5. In the course of 1993 we can expect an extra considerable support from Canada to extend our basic activities.

#### **5. Facts and Conclusions**

1. Structural financial support from third parties cannot be realized within the short term. The final plan for this purpose depends to an important extent on the outcome of some major decision which have to be taken on the basis of the recommendations of the officers in the context of the "Future plan" to be presented to the General Assembly.

2. UNESCO recently announced that their subvention as from 1994 will be reduced by 20% and that the contract payment for the Documentation Centre will be cut by 50% as well.

3. The new French Government recently announced that the annual subvention will not be continued after 1993.

4. It is not certain that contributions for communications and travelling costs as supplied in 1991 and 1992 from the Netherlands will

be continued after 1993.

5. Regrettably it has to be expected that the interim director will leave in the course of 1994. If no improvement of our financial situation can be achieved there will be no sufficient money available for an adequately qualified successor.

6. The financial consequences of points 2., 3., 4., and 5. as mentioned above, amount to about. FF 650.000 á 750.000 (US \$ 115.000 á 130.000).

7. If, within the shortest possible delay, no solution can be found for the financial problems, ICOMOS will be bankrupt before the next General Assembly

#### **Annexes**

1. Balance sheet and accounts of result 1990

2. Balance Sheets & accounts of result 1991

3. Balance sheets and accounts as result 1992

4. A total review of the finances over the previous years

5. Budget

**ICOMOS**  
**BILAN AU 31 DECEMBRE 1990**

**ACTIF**

**PASSIF**

	Montants bruts	Amortisse- ments ou provisions	Totaux		Montants nets	Totaux	
			Au 31/12/90	Au 31/12/89		Au 31/12/90	Au 31/12/89
<b>ACTIF IMMOBILISE</b>							
Installations	4 458,80	3 643,71		36 147,60	985 666,98	811 455,01	985 666,98
Matériel de bureau	157 312,19	122 875,19			-174 211,97		
Mobilizer de bureau	12 223,60	11 598,86			811 455,01		
	173 994,59	138 117,76				650 403,48	457 124,26
<b>ACTIF CIRCULANT</b>							
Débiteurs divers	2 151,00			1440 494,30	72 685,00		
Produits à recevoir	677 091,75				105 958,64		
Disponibilités	744 361,58				471 759,48		
	1423 604,33				650 403,48		
<b>CHARGES CONSTATEES D'AVANCE</b>							
			2 377,33	14 149,34			48 000,00
<b>TOTAL DE L'ACTIF</b>			1461 858,49	1490 791,24		1461 858,49	1490 791,24

**COMPTE DE GESTION**  
**DU 1er JANVIER AU 31 DECEMBRE 1990**

	Period		Exercice 31/12/89
	MONTANTS	TOTAL	
<b>PRODUITS</b>			
Produits liés a l'activité		1 207 174,41	1 106 859,00
Contrats UNESCO	1 095 659,54		
Autres contrats	95 675,00		
Ventes publications	15 839,87		
	1 207 174,41		
Subventions		829 293,42	584 088,24
Cotisations		408 516,82	355 774,58
Autres products		--	685,01
		19 235,32	
Produits financiers		11 327,56	166 790,81
Gains de change		--	
Produits sur exercices antérieurs			15 171,78
		11 315,92	
Produits exceptionnels		2 486 863,45	2 229 369,42
<b>TOTAL DES RECETTES (A)</b>			
<b>CHARGES</b>			
Consummations en provenance des tiers		1 516 410,08	1 212 335,85
Frais directs d'activité	824 809,04		
Immeuble et matériel	199 467,16		
Personnel exterior	51 847,00		
Déplacements et missions	43 894,54		
Autres consommations externes	396 392,34		
	1 516 410,08		
Impôts locaux		905,61	41,00
Charges de personnel		1 045 812,49	1 059 976,92
Salaries	798 043,71		
Charges sociales	247 768,78		
	1 045 812,49		
Charges financiers		3 905,31	5 969,03
Pertes de change		71 946,36	4 975,50
Charges sur exercices antérieurs		2 291,40	5 345,16
Dotations aux amortissements		19 740,17	25 106,84
Charges exceptionnelles		64,00	1 748,51
<b>TOTAL DES DEPENSES (B)</b>		2 661 075,42	2 315 498,81
<b>EXCEDENT OU DEFICITE DE L'EXERCICE</b>			
(A) - (B)		174 211,97	86 129,39

**ICOMOS**  
**BILAN AU 31 DECEMBRE 1991**

ACTIF	MONTANTS BRUTS	Amortissements ou provisions	TOTAL		PASSIF	MONTANTS NETS	TOTAL	
			AU 31/12/91	AU 31/12/96			AU 31/12/91	AU 31/12/96
<b><u>ACTIF IMMOBILISE</u></b>					<b><u>FONDS DE FINANCEMENT</u></b>			
Installations	4 458,80	4 458,80			Fonds de financement au debut de l'exercice	811 455,01		811 455,01
Matériel de bureau	298 430,81	160 223,83			Déficit de période	-878 462,61		
Mobilizer de bureau	24 392,03	13 362,16						
	327 281,01	178 044,79			<b><u>PROVISIONS POUR RISQUE ET CHARGES</u></b>		573 428,95	
<b><u>ACTIF CIRCULANT</u></b>					<b><u>DETTES</u></b>			
Débiteurs divers	34 762,95				Personnel	19 042,00		
Produits à recevoir	901 763,98	111 354,68			Organismes sociaux	95 086,32		
Disponibilités	190 341,34				Charges à payer	437 939,37		
	1126 868,27	111 354,68				552 067,37		
<b><u>CHARGES CONSTATEES D'AVANCE</u></b>					<b><u>PRODUITS CONSTATES D'AVANCE</u></b>			
							121 230,49	
<b>TOTAL DE L'ACTIF</b>			1179 719,21	1461 858,49	<b>TOTAL DU PASSIF</b>		1179 719,21	1461 858,49

**COMPTE DE GESTION**  
**Du 1er Janvier au 31 décembre 1991**

	PERIOD		Exercice 31/12/89
	MONTANTS	TOTAL	
<b><u>PRODUITS</u></b>			
Produits liés a l'activité		1 371 676,40	1 207 174,41
Contrats UNESCO	1 305 561,30		
Autres contrats	15 267,50		
Ventes publications	5 847,60		
	1 371 676,40		
Subventions		613 975,30	829 293,42
Cotisations		567 932,44	408 516,82
Autres produits		--	--
Produits financiers		71,24	19 235,32
Gains de change		229 805,60	11 327,56
Produits sur exercices antérieurs		5 237,91	--
Produits exceptionnels		1 883,89	11 315,92
<b>TOTAL DES RECETTES (A)</b>		<b>2 790 582,78</b>	<b>2 486 863,45</b>
<b><u>CHARGES</u></b>			
Consummations en provenance des tiers		1 560 915,71	1 516 410,08
Frais directs d'activité	736 696,43		
Immeuble et matériel	196 387,01		
Personnel extérieur	23 950,00		
Déplacements et missions	232 300,00		
Autres consommations externes	371 582,27		
Impôts locaux		(906,61)	905,61
Charges de personnel		1 034 593,59	1 045 812,49
Salaires	783 557,45		
Charges sociales	251 036,14		
Charges financières		4 864,16	3 905,31
Perte de change		67 999,89	71 964,36
Charges sur exercices antérieurs		--	2 291,40
Dotations aux amortissements		39 927,03	19 740,17
Charges exceptionnelles		276 866,99	64,00
Dotations aux provisions pour risque et charges		573 428,95	
Dotation pour dépréciation des créances		111 354,68	
<b>TOTAL DES DEPENSES (B)</b>		<b>3 669 045,39</b>	<b>2 661 075,42</b>
<b>EXCEDENT OU DEFICITE DE L'EXERCICE (A) - (B)</b>		<b>(878 462,61)</b>	<b>(174 211,97)</b>



**ICOMOS**  
**BILAN AU 31 Décembre 1992**

ACTIF	MONTANTS BRUTS	Amortissements ou provisions	TOTAUX		PASSIF	MONTANTS NETS	TOTAUX	
			AU 31/12/92	AU 31/12/91			AU 31/12/92	AU 31/12/91
<b>ACTIF IMMOBILISE</b>					<b>FONDS DE FINANCEMENT</b>			
Installations	4 458,80	4 458,80		149 236,22	Fonds de financement au début de l'exercice	-67 007,60		-67 007,60
Matériel de bureau	331 174,98	220 476,00			Déficit de la période	-525 525,17		
Mobilier de bureau	24 392,03	15 795,86			<b>PROVISIONS POUR RISQUES ET CHARGES</b>			
	360 025,81	240 730,66			<b>DETTES</b>			
<b>ACTIF CIRCULANT</b>					Etat charges à payer	1 095,00		
Débiteurs divers	37 928,95			1015 513,59	Personnel	78 573,00		
Produits à recevoir	724 925,34	160 438,80			Organismes sociaux	106 853,75		
Disponibilités	120 112,01				Dettes sur immobilisations	22 237,50		
	872 966,30	160 483,80			Créditeurs divers	4 346,54		
<b>CHARGES CONSTATEES D'AVANCE</b>					Charges à payer	232 473,58		
<b>ECART DE CONVERSION ACTIF</b>					<b>PRODUITS CONSTATEES D'AVANCE</b>	445 579,35		
							753 437,00	573 428,95
							455 579,35	552 067,37
<b>TOTAL DE L'ACTIF</b>			849 683,58	1 179 719,21	<b>TOTAL DU PASSIF</b>		849 683,58	1 179 719,21

**COMPTE DE GESTION**  
**Du 1er Janvier au 31 Décembre 1992**

	PERIOD		Exercice 31/12/89
	MONTANTS	TOTAL	
<b>PRODUITS</b>			
<i>Produits liés à l'activité</i>		1 840 230,46	1 371 676,40
• Contrat UNESCO	1 587 031,19		
• Autres contrats	242 738,18		
• Ventes publications	10 461,09		
	1 840 230,46		
Subventions		607 023,76	613 975,30
Cotisations		503 129,35	567 932,44
Autres produits		37,96	71,24
Produits financiers		51 149,67	229 805,60
Gains de change		34 323,76	5 237,91
Produits sur exercices antérieurs		91 357,83	1883,89
Produits exceptionnels		50 336,95	--
Reprise de provisions pour, risques et charges		2 420,54	--
Reprise de provisions pour dépréciation de créances			
<b>TOTAL DES RECETTES (A)</b>		<b>3 180 010,28</b>	<b>2 790 582,78</b>
<b>CHARGES</b>			
<i>Consummations en provenance des tiers</i>		2 041 005,60	1 560 915,71
• Frais directs d'activité	646 679,36		
• Immeuble et matériel	208 022,38		
• Personnel extérieur	51 800,00		
• Déplacements et missions	725 460,30		
• Autres consommations externes	409 043,56		
Imports locaux		3 866,29	-905,61
<i>Charges de personnel:</i>		1 055 509,44	1 034 593,59
• Salaries	801 191,00		
• Charges sociales	253 223,44		
• Taxes	1 095,00		
Charges financiers		2 579,43	4 864,16
Partes de change		46 250,00	67 999,89
Charges exceptionnelles sur exercices antérieurs		209 291,16	--
Dotations aux amortissements		63 588,87	39 927,03
Charges exceptionnelles		1 550,00	276 866,99
Dotations aux provisions pour risque et charges		230 345,00	573 428,95
Dotation pour dépréciation des créances		51 549,66	111 354,68
<b>TOTAL DES DEPENSES (B)</b>		<b>3 705 535,45</b>	<b>3 669 045,39</b>
<b>EXCEDENT OU DEFICITE DE L'EXERCICE (A) - (B)</b>		<b>-525 525,17</b>	<b>-878 462,61</b>

Expenditures	Budget 1993	Budget +	Expenses 30/06/1993	Credit Budget 1	Credit Budget 2	
Secretariat						
A Staff net	363 000	60 000	178 404	184 596	244 596	
Social Charges	206 785	34 715	92 286	114 499	149 214	
Sup.Sec.Gen	50 000	54 000	53 417	-3 417	50 583	
Sup.to.Dir	150 000		75 000	75 000	75 000	
Stagiare	27 000		21 948	5 052	5 052	
Taxes ICOMOS	110 000		40 000	70 000	70 000	
Taxes emp	92 000		87 064	4 936	4 936	
sub total 1	998 785	148 715	548 119	450 666	599 381	
B Operating costs						
Accounting	9 000		9 589	-589		
Postage	24 000		18 570	5 430		
Maint.machines	7 500		4 940	2 560		
Fees.other	15 000		10 000	5 000		
Photocopies	4 000		0	4 000		
Rent machine	56 500		34 476	22 024		
Office supplies	14 000		7 497	6 503		
Printing	14 000		0	14 000		
Bank charges	2 000		7 311	5 311		
Lawyer	8 000		0	8 000		
Doc purchase	1 000		4 759	3 795		
sub total 2	155 000		97 178	57 822		
C Reserve						
ICOMOS Taxes reserve						
Emp taxes res						
ASSEDIC res	50 000			50 000		
sub total 3	50 000			50 000		

D Buliding						
EDE-GDF	4 000		0	4 000		
Insurance	16 000		0	16 000		

Budget + : potential budget increase  
Credit budget 1 : credit related to budget 1993  
Credit budget 2 : credit related to increase budget

Expenses 30/06/93						
Taxes	3 800		1 338	2 462		
Rent	151 900		0	151 900		
Maintenance	4 000		2 952	1 048		
Water			0			
sub total 4	179 700		4 290	175 410		
E Communications						
Telephone +	25 000		50 684	-5 684		
Fax	20 000					
Telex						
Telegram						
Pur telephone	17 300			17 300		
sub total 5	62 300		50 684	11 616		
F Meetings						
Rent machines						
Interpreters		30 000	34 711	-34 711	-4 711	
Reception		25 000	4 275	-4 275	20 725	
Trips Bureau						
Trips staff	30 000		9 532	20 468	20 468	
Per diem Staff	10 000			10 000	10 000	
Future plan		2 600	1 000	-1 000	1 600	
Petits déplacmt	500		2 520	-2 020	-2 020	
sub total 6	40 500	57 600	52 038	-11 538	46 062	
G Pur machines	50 150			50 150		
sub total 7	50 150			50 150		
1 + 2 + 3 + 4 +	1 536 435	206 315	752 309	784 127	990 442	
5 + 6 + 7						
Documentation Centre						
Documentalist	213 000		122 122	90 878		
Telephone	26 000		13 807			

Supplies	3 500		940	2 560		
Total	248 000		143 327	104 673		
ICOMOS Newsletter						
Editor	172 500		85 991	86 509		
Printing	55 500		21 205	34 295		
Translations	13 500		3 477	-4 900		
Mailing	42 000		18 400	23 600		
Supplies	7 500		1 102	6 398		
Total	291 000		130 175	160 825		
World heritage Convention						
Proff Supp						
Fees H Cleere	200 200		86 400	113 800		
Exp cleere	70 200		25 518	44 682		
Ass reserch	228 800		112 176	116 624		
Evaluation process						
Preparation	10 400		156 007	-145 607		
Site ev. visits	104 000			104 000		
ICOMOS ev. meet	78 000			78 000		
Meeting WH B/Com	57 200			57 200		
Preparation of ev. doc	78 000			78 000		
Global study dev	62 400			62 400		
Cultural land	26 000		19 559	6 441		
Manage manual	13 000			13 000		
Communicat	31 200		29 246	1 954		
Logistics	39 000			39 000		
Monit visits	119 600		11 672	107 928		
Monit devel	23 360			22 360		
Total	1 140 360		440 578	699 782		



## Expenses 30/06/93

Round Table-Hague Conv	22 880		258	22 622		
1992 expenses in 1993			117 465			
Marketing/ Sponsoring	212 000		69 445	142 555		
Grand total	3 450 675	206 315	1 535 834	1 914 842	21 211 56	
re sub-total 1						
More money may have to be spent this year on employees taxes because the tax inspector is speeding up the payment process.						
re sub-total 2						
Machine rental costs will be considerably higher than foreseen because the fax and photo-copy machine had to be replaced. Upon UNESCO's advice, the Documentation Centre printer was also replaced as the old printer could no longer print from the main frame.						
re sub-total 5						
Organization of the General Assembly and the future Planning process, and the democratization of the World Heritage process. has led to a remarkable increase in communication costs.						
re sub-total 6						
As a result of increased activity as stated above, translation costs have also gone up considerably.						
The total of these expenditure increases could total up to 150 000 FF. This may bring the deficit to 230 000 FF.						

## Receipt 30/06/93

Publications sale		15 000	5 148	9 852	9 852
Grande total		3 770 712	1 717 686	2 053 026	1 862 048
1992 receipts in 1993		363 250	296 585	66 665	
Exchange rate gains			83 766		

YEAR	1987	1989	1990	1991	1992	1993
UNESCO	1.653	1.105	1.096	1.351	1.587	1.807 <sup>1</sup>
other contracts	69	0	96	15	243	686 <sup>2</sup>
publications	10	2	16	6	10	15 <sup>3</sup>
subventions	529	584	829	585	607	549 <sup>4</sup>
contributions	326	356	409	486	503	520 <sup>5</sup>
other income	218	182	41	236	230	- <sup>6</sup>
<b>total income</b>	<b>2.805</b>	<b>2.229</b>	<b>2.487</b>	<b>2.679</b>	<b>3.180</b>	<b>3.577</b>
Personnel costs	1.112	1.060	1.047	1.035	1.056	1.812 <sup>7</sup>
costs directly related to activities	1.396	1.212	1.516	1.516	2.041	1.363 <sup>8</sup>
other costs	158	43	98	962	609	482 <sup>9</sup>
<b>total costs</b>	<b>2.666</b>	<b>2.315</b>	<b>2.661</b>	<b>3.558</b>	<b>3.706</b>	<b>3.657</b>
<b>RESULT</b>	<b>139</b>	<b>-86</b>	<b>-174</b>	<b>879#</b>	<b>-526</b>	<b>80<sup>10</sup></b>

# increase results from 3 incidental tax claims and termination of the ESI - contract

- 0) Budget expectations based on "state of the arts on Juin 30th '93
- 1) All Unesco contracts: WH, Doc Centre, Intern. Day. Round Table:
- 2) Canadian projects (100.000 Can \$), Marketing plan (242.000 FF):
- 3) Sales by Doc. Centre:
- 4) Subventions incl UNESCO (no French subvention);
- 5) Membership fees:
- 6) Exchange rate
- 7) Incl. Taxes and Assedic
- 8) Incl. meetings, News-letter (excl. salary), W.H. (excl salary), Disaster Preparedness (Round Table), Endowment/Cultural Heritage Fund:
- 9) Operating costs, Building, Machines, Communication, Doc. Centre:
- 10) -More money may have to be spent this year on emoluees-taxes because the tax inspector is speeding up the payment;
- Machine rental costs will be considerably higher than foreseen because the fax and photo-copy machine had to be replaced. The printer in the Documentation was also replaced as the old printer could no longer print from the main frame:
- Organization of the General Assembly, the Future planning process and the democratization of the World Heritage Recommendation process, has led to a remarkable increase in communication costs.
- As a result of increased activity as stated above, translation costs have also gone up considerably;
- The total of these expenditures could total up to 150.000 FF. This may bring the deficit to 230.000 FF.

## 12. Future Plan and Swot

### I. Origins and purpose of the ICOMOS future planing Activity

### II. Contributions from National and International Committees

### III. Analysis of Members' Contributions.

#### I. Origins and purpose of the ICOMOS future plan

In June 1990, after considerable discussion among its members, the ICOMOS Executive Committee agreed to undertake a process that would lead to the development of the ICOMOS Future Plan.

As part of that process, and within the context of ICOMOS' past, and the challenges faced by the organization and conservation during the years ahead, it was agreed that a strategy would be based on an examination of the organization's goals and objectives and its role, structure, operations and programmes.

The entire membership of ICOMOS would be called on to participate in the development of the Future Plan. In the expectation that they would be helping to forge its development, the membership would feel committed to its implementation in the years after 1993.

It seems appropriate to review the steps leading up to the ICOMOS Future Plan in order to provide a context for the plan itself.

#### *Advisory Committee Questionnaire, Summer 1990*

Following the Executive

Committee's decision in June 1990 to develop the ICOMOS Future Plan and prior to the General Assembly in October of that same year, the Chairman of the Advisory Committee circulated a questionnaire to all National and International Committees in which he asked them some questions, such as: How do you perceive ICOMOS? What does ICOMOS give you? What are the expectations of ICOMOS?

Responses to these questions addressed a number of important points, including ICOMOS' accomplishments and its functional effectiveness and future vision, where considerable disagreement about the long-term role of ICOMOS was expressed, much of it a reflection of differences in orientation, needs and resources among the various ICOMOS National Committees.

#### *Advisory Committee Chairman's Report to the General Assembly*

During the course of his report to the Lausanne General Assembly in October 1990, the Chairman of the Advisory Committee stressed that *if ICOMOS is to prosper in our turbulent contemporary times, it must*

*command the human and financial resources necessary to regain its place at the centre of conservation thinking. The important thing with the planning process is to draw all members of the organization into a fundamental questioning of appropriate roles and activities relative to circumstances. The process will ultimately result in a document which will hopefully express our shared vision.*

**ICOMOS President Di Stefano Calls in 1990 for "a Strategy for Unified Action"**

In commenting on his Draft Programme (summer 1990), Raberto di Stefano, President of ICOMOS (1987-1990), spoke to the 1990 General Assembly about the need for a "Strategy for Unified Action". He said that it was possible for ICOMOS to develop "..... the strategy for future action, which must be planned openly and flexibly and assiduously followed during its execution." And he added: "... before continuing to talk about programmes, it is our duty to face the present and confront its most critical issues."

**Working Group on the ICOMOS Future Plan Established at Lausanne**

At the 1990 General Assembly in Lausanne, a working group was established to develop the terms of reference for the process that would culminate in THE ICOMOS FUTURE PLAN. At the General Assembly, the new Future Plan Working Group worked in conjunction with the Programme and Budget Committee.

The working group defined the purpose of the undertaking as the development of a long-term plan, supported by short-term action programmes.

The report envisaged a plan in which the identity of ICOMOS would be set out in the context of the changing world.

**Direction of the Development of the ICOMOS Future Plan**

The development of the ICOMOS Future Plan was under the direction of the ICOMOS Executive Committee's Planning Working Group chaired initially by Lisbeth Saaby and Nathaniel Lichfield, and later by Ms Saaby alone. Its members included Herb Stovel, Secretary-General (Canada), Joan Domicelj (Australia), Natalya Dushkina (Russia), Alberto Gonzalez-Pozo (Mexico) and Michel Jantzen (France). Ann Wester Smith (USA) was working with the Committee.

In December 1991, a discussion document addressing the ICOMOS Future Plan was sent to all ICOMOS National and International Committees with a request that they respond to questions on issues of Purpose and Doctrine, Activities and Programmes, Structure, Organization and Management, Resources and Financial Sources.

Responses to that discussion document were presented in a consolidated report, the ICOMOS Future Plan, A Summary of Contributions. There were contributions from sixteen National Committees, five International Committees, two members of the

Executive Committee and one Chairman of a National Committee as an individual member.

The report was presented for consideration by the Advisory Committee and the Executive Committee at their meeting in Sydney, November 1992, and the Committees took note of the report from the working group set up by the Advisory Committee and their recommendations. The comments were supplemented by a working paper, Elements of a Strategy, which was discussed at the Bureau Meeting in February 1993. At the same meeting, Honorary President, Professor Raymond Lemaire, presented his essay, "ICOMOS: A Look in the Past". Subsequently, ICOMOS Secretary-General Herb Stovel presented his views in his report in his report to the May 1993 Executive Committee.

A draft of the ICOMOS Future Plan was subsequently developed for review by the Executive Committee at its May 1993 meeting. Several contributions have been subsequently received from National Committees in May 1993 concerning the actual situation of ICOMOS and possible regionalization. All contributions received before July 15th 1993 are acknowledged in the revised Summary of Contributions from the National and International Committees.

Prior to the Tenth General Assembly in Sri Lanka, the final draft of the Future Plan will be presented to the National and International Committees.

**II. Summary of Contributions**

The Summary of Contributions

gives an overall report of all the contributions from National Committees, International Committees and individual members received prior to July 15th 1993 in response to the Future Planning activity. It enumerates the major comments, evaluations and suggestions in five areas:

1. Purpose and doctrine
2. Activities and programmes
3. Structure, organization and management
4. Resources, finances and funding, and
5. Relations with other international organizations.

All the contributions received in relation to the Future Planning activity have shown great concern about ICOMOS and its future and have produced very thoughtful and substantial ideas.

Looking back at the planning process, the participation of 22 National Committees, 5 International Committees and 4 individual members contributions might not seem adequate. About one third of the National Committees and the International Committees have presented their concerns and suggestions. The participation shows an active European continent and two active American continents, but no response from Africa and Asia and the Pacific apart from Australia and New Zealand.

The number of participants is nevertheless satisfactory, especially in view of the substantial quality of the responses.

In looking at the future of ICOMOS, to be determined by any future plan adopted, Baron Raymond



Lemaire - founder, first Secretary-General and former President of ICOMOS - said:

ICOMOS was created to promote individual collaborative confidence and friendship among all those involved with monumental heritage preservation. This is its special contribution to the peace and understanding between people. It is not an aim of secondary importance. Its promotion is an essential responsibility of the people assuming responsibility in the organization. To attain it, asks of all its members that they be open to others, feelings and rights. ICOMOS was not created as a platform for individual "self-promotion" but as an opportunity to serve the world community. Ambitions other than to bring one's contribution to the service of others should be prohibited. It is not a place for vanity but for self-sacrifice. The notion of *servus servorum culturae* is at the heart of the responsibilities one accepts to pursue at ICOMOS. This relationship is the only one capable of allowing the promotion of genuine understanding and friendship.

The following comments reflect contributions received prior to July 15th, 1993. A list of contributions is annexed.

#### **Issue - 1 - ICOMOS: Purpose and Doctrine**

**1.1 As ICOMOS looks to its future, the membership considered the need to examine its statutes and the charters it has adopted in terms of the purposes, roles and objectives set forth therein, in order to**

***determine their responsiveness to contemporary and future needs within the world of conservation.***

1.1.1 ICOMOS may wish to redefine "monument" in order to include reference to the natural and spiritual qualities which give monuments their importance in some areas such as for example, those which are significant to native peoples in countries such as Canada and Australia. On the other hand, ICOMOS may find that such considerations should be covered within national or regional charters, as is the case with the Burra Charter.

1.1.2. ICOMOS may wish to examine the Japanese system for designating and selecting cultural properties to include "intangible cultural properties" as well as the "tangible cultural properties" such as monuments and ensembles which reflect a European rather than a global concept.

1.1.3. ICOMOS may wish to examine its activities in the context of environmental or ecological concerns which have become increasingly important in recent years.

**1.2 As ICOMOS looks to the future, its members considered whether other forms of guidelines or statements of principle might be necessary, useful or appropriate, and what priority their development should be given.**

1.2.1. It is important to note here that some committees feel that international charters are not the best or most appropriate solution to some or many of the conservation problems confronting conservationists

in general and ICOMOS in particular. Some feel that regional or even national charters can offer a better and more appropriate solution to establishing the principles or guidelines that are required.

1.2.2. ICOMOS should move forward to determine specific areas where charters or guidelines may be necessary or appropriate (see the Lausanne General Assembly Recommendations) and to assign priority to the need for such charters or statements of principle. ICOMOS is urged to "keep going with renewed energy" in the field of doctrinal texts, though not invariably inspired by the occidental philosophy in the field, which does not necessarily have universal value.

1.2.3. Among the areas where charters or less formal documents such as guidelines, declarations of principle or directives are needed, the following (not listed in order of priority) have been suggested:

- The Protection of Vernacular Architecture and Rural Sites (or two documents, one dealing with vernacular sites and distinguished from sites representing "Grand Architecture", the other with rural sites).
- The Protection of Modern Architecture of the 20th Century and its Materials.
- The Protection of the Industrial Heritage.
- The Protection of Monuments in Seismic Zones.
- Recording or Documentation.
- Cultural and/or Historic Landscapes.
- World Heritage Site Management.

- Cultural Interiors.
- Maritime Archaeology.
- The Conservation of Architectural Elements in Wood.
- Monuments and Ensembles in Maritime Zones.
- Conservation as a Factor in Urban and Rural Planning.
- Earthen Architecture.
- The Management of Historic Sites.
- The Conservation of Historic-Natural Monuments.
- Living Monuments.
- Intangible Historic Monuments.
- Cultural Tourism (Update to the Existing Charter).

1.2.4. ICOMOS should encourage the use of geographically tailored commentaries and guidelines for existing charters (for example, the Burra Charter).

**1.3. As part of its contribution to the Future Plan discussion, ICOMOS Committees suggested other forms of guidelines or statements of principle that might be necessary, useful or appropriate, and suggested priorities in the need for such.**

1.3.1. ICOMOS should consider the need for professional statements and statements concerning professional practice, including a "Professional Code for Specialists in the Field of Conservation" (to follow up on the Code of Ethics developed by the Executive Committee in 1991) and a "Charter or Guidelines for Training in Architectural and Urban Conservation".

1.3.2. ICOMOS may also wish to consider the need for professional statements on topics such as "the

problem of authenticity in modern conservation" in view of the loss of monuments, in some cases as result of misguided governmental policies, or military conflicts, or the absence of professional standards in restoration and so on.

1.3.3 ICOMOS may wish to consider whether existing or proposed technical manuals produced by other institutions, organizations or individuals might serve ICOMOS' need of interpretative guidelines on certain questions.

1.3.4 ICOMOS should consider the need to review the 1954 Hague Convention in the light of the 1991 experience.

## **Issue II - ICOMOS**

### **Activities and programmes**

*II. 4 As part of its discussion of elements of a Future Plan, ICOMOS Committees reflected on and suggested priorities for its activities and programmes.*

II.4.1 ICOMOS may wish to give high priority to communications and the need for improving communications at every level.

II.4.2 The Future Plan may wish to call for publication of the ICOMOS newsletter on a regular and timely basis and for its speedy dissemination to the entire membership.

II.4.3 For the future, newsletters might include calendars of international activities as well as organizational events and meetings.

II.4.4 ICOMOS may wish to consider the interests of some National Committees in more newsletter coverage or other information on issues before the

Bureau and the Executive Committee, including issues relating to World Heritage Convention.

II.4.5 ICOMOS should assign high priority to the ICOMOS journal, under whatever title, and the need for reinstituting it as soon as possible (i.e. as soon as sponsorship or funds for its publication become available). It is considered to be the scientific heart of the organization and an important membership benefit.

II.4.6 ICOMOS may wish to ask National Committees or International Scientific Committees, individually or as a group, to produce one issue of the journal annually.

II.4.7 ICOMOS must use whatever electronic techniques are at its disposal (such as a monthly fax) to send timely communications to National Committees, Executive Committee members and International Committee chairmen.

II.4.8 ICOMOS should produce a simple brochure about the organization for use in membership development, fund-raising and public relations.

II.4.9 ICOMOS should consider the need for developing an International Directory of ICOMOS members, to be published regularly (and triennially at a minimum).

II.4.10 ICOMOS should consider the need for the development of a Triennial Report which could be issued in conjunction with the General Assembly.

*II.5 In view of "the changing world of conservation", ICOMOS Committees identified or suggested possible new priority areas of activity for international ICOMOS and for ICOMOS National and*

### **International Committees.**

II.5.1 ICOMOS should find ways of encouraging or undertaking publications addressing various themes relating to scientific work in the field by ICOMOS members and by other entities.

II.5.2 ICOMOS should give priority to expanding existing programmes for exchange and internships.

II.5.3 ICOMOS may wish to open discussions with UNESCO about a resumption of an exchange programme similar to those undertaken in 1978 in response to the Helsinki Accords.

II.5.4 ICOMOS may wish to develop its urbanizational capacity for providing services including consulting and project administration for other organizations such as the World Bank.

II.5.5 ICOMOS may wish to consider the possibility of undertaking a series of "State-of-the-Art Handbooks" on preservation and conservation issues. Consideration should be given to a ten-year publications project on such state-of-the-art handbooks, perhaps using those to be published for the 1993 General Assembly as models.

II.5.6 In view of the information revolution that has occurred since the establishment of ICOMOS and in view of the documentation centre established by the Getty, ICOMOS should examine the structure and function of the Documentation Centre. It is also suggested that the Centre be reduced so that it is open for consultation only and that its budget could be used to support International Scientific Committee

collaboration with the Getty.

II.5.7 ICOMOS may wish to explore the need and the means for linking up with other existing or new computer networks.

II.5.8 ICOMOS may wish to explore the possibility of using the media or other means to promote or increase its role as an advisor or spokesman on issues relating to the cultural heritage.

II.5.9 ICOMOS may wish to consider debating the appropriateness of its participating or not participating as an advocate when broad or specific conservation issues are being debated.

II.5.10 ICOMOS may wish to consider creating ICOMOS Fellows in Conservation.

II.5.11 ICOMOS may wish to give greater significance in its activities to the concept of "intangible cultural property" (1.1.2 above) and to environmental and ecological concerns (1.1.3 above).

## **Issue III - ICOMOS: Structure, Organization and Management**

*III.6 Membership: The National Committees reflected on the nature of ICOMOS membership.*

III.6.1 ICOMOS Committees are not in total agreement about membership eligibility and whether the organization should have Sustaining Membership or should have a professionals-only membership of "conservation practitioners". It might be an idea to create a non-professional support organization entitled "Friends of ICOMOS".

III.6.2 ICOMOS members disagree over what role, if any, governmental



organizations and authorities should play in ICOMOS. Should all official national institutions of monument preservation be represented ("as is the case with the museums of ICOM"), and should each national committee seek to involve the highest ranking public official concerned with conservation in that country?

III.6.3 The membership structure should in any way be reconsidered once ICOMOS has found out its aims and the policy to achieve them and with whom it wishes to do it.

**III.7 Structure : Committees reflected on an appropriate organizational structure for ICOMOS in the future and the need for statutory changes that might be called for.**

III.7.1 ICOMOS may wish to assign an order or order of priorities to the purposes of furthering the ICOMOS Statutes.

III.7.2 There appears to be a need for discussions concerning the structure, organization and management of ICOMOS with wider participation than is possible within the current Bureau Executive Advisory Committee National and International Committee framework.

For example, as part of a Future Plan, ICOMOS may wish to examine carefully the role and function of the Bureau, the Executive Committee and the Advisory Committee, to determine whether and where functions might be consolidated for greater efficiency and effectiveness.

III.7.3 ICOMOS should review statutory requirements concerning ICOMOS languages, both "official" and "working", with a view to

determining whether there is a need to continue the inclusion of Russian and whether there is a need to consider Spanish as a working as well as an official language.

III.7.4 ICOMOS may wish to consider whether there is a need to establish as a regular feature of annual Advisory Committee meetings a debate period of "forum time" (with perhaps a limited period for debate and a limit on individual contributions to the debate) for the discussion of issues that are general, long-term and basic to the nature of the organization and its objectives.

Such a debate or "forum period" would make it possible for issues to be discussed or debated over the long term (several years or more) in order to develop mature, thoughtful decisions that might require a statutory change. [NB: this Discussion Document makes a number of suggestions or proposals that might be examined in such a forum before deciding whether to move forward].

III.7.5 Without changing its Statutes, ICOMOS may wish to consider what new or alternative working bodies, if any, it might need: for example, a Committee on Conservation Policy and an Information Centre or perhaps a Working Group on Public Relations.

III.7.6 Without changing its Statutes, ICOMOS may wish to identify new and broader possibilities for participation by the membership.

III.7.7 ICOMOS may wish to explore the ways and means of attracting sustaining members as well as possible benefits that might be offered to stimulate interest in

sustaining membership.

III.7.8 The ICOMOS Secretariat should disseminate widely the Statutes and the Rules of Procedure for the General Assembly.

III.7.9 ICOMOS may wish to establish a working group or some other mechanism to review the Statutes before the next General Assembly and to examine, among other points, international committees, terms of office for the Executive Committee and the authority to fix membership fees.

III.7.10 A Future Plan might urge the continuation of efforts to encourage National and International Committees to make staff available to the Secretariat on a short long-term basis.

**III.8 Regionalism. Even though the ICOMOS Statutes currently provide for a degree of regionalization [Article 10(a) now calls for an Executive Committee which "in an equitable manner" represents the different regions of the world], ICOMOS may wish to consider the possibility of placing greater emphasis on regional activities, including regional groupings, regional officers, regional meetings or regional assemblies.**

III.8.1 For example ICOMOS might consider the possibility of two Advisory Committee meetings each year, one being regional in the region and the other international in Paris (as is the current practice).

III.8.2 As an alternative to consolidating the existing structure of the organization (which some committees have suggested), a

suggestion has been put forward for regional elaboration of the role and function of the organization. Under this proposal, vice-president would be elected from among those in their own region and each region would choose regional candidates for the Executive Committee from among candidates put forward by the National Committees within that region. Under this proposal, it is suggested that there would be not one but several regional advisory committees, each perhaps with its own financial resources for supporting its own regional activities.

However, as some committees point out, "regional representation, or the lack of it, is not the greatest problem" confronting ICOMOS, adding that the reason why certain regions are not represented within the organization's leadership "is not a question of whether or not those countries have more officers or vice-presidents in ICOMOS [but is] a financial problem, as a lack of money prevents them from active participation" and notes that four of the five co-opted Executive Committee members (all from non-European countries) cannot participate because they cannot afford to do so.

III.8.3 In examining the question of increased regionalization, questions arise as to how regions are to be defined:

One committee has suggested regional groupings on the basis of "cultural affinities" in order "to reaffirm diverse identities and to protect their originality", or perhaps grouping on the basis of language. Another committee rejects this notion



and suggests "retaining the two working languages".

Another committee points out the importance of taking the needs of conservation into consideration. Yet another committee suggests that any effort at regionalization should have both geopolitical and geocultural bases and proposes "the water basin concept" as one that would reflect the spread of cultures, giving as examples of such water basins the Vikings (Scandinavia and Britain), the Mediterranean Sea (Judaism, Christianity, Islam in Egypt, Spain, Greece, Italy and Israel), Indian Ocean Trade (India, Saudia and East Africa) and colonization (West Europe, Australia and the Americas), and so on.

Other possibilities by which regions might be defined include: (a) the UNESCO regions, (b) the size of each region (1: Asia, 2: Eastern Europe and the CIS, 3: Western Europe and North America, 4: Latin America, Australia and Oceania, 5: Africa); population grouped by numbers (1: China, Korea and Japan, 2: Asia, 3: The Americas, Australia, South Pole and Oceanic, 4: Africa, 5: Europe and Israel), or by surface area and population, or by current numbers of ICOMOS members.

Another committee points out that in certain regions, even though the languages might be different, there is a basis for regional cooperation in terms of common history and settlement patterns, as well as shared problems growing out of similarities in climate, methods of construction, economics and so on.

Some National Committees point out that excessive regionalization is a

contradiction that strikes at the heart of ICOMOS as an international organization established as a professional organization whose object was to cut across cultures, languages, history, geography, political systems, levels of economic development and other similarities, and that it will lead to cultural isolationism.

Even without what would seem to be natural geographic regions such as the Americas or even South America, as one committee notes, there are strong cultural differences and influences. There are also enormous distances, and when matched against this serious disparity, the level of economic development as measured by the cost of living in different countries within the region, there is little opportunity for action even at the regional level.

Any proposed change would have statutory implications.

### **III.9. Secretariat: Some National Committees see the need for a future examination of the structure, function and funding of the ICOMOS Secretariat.**

III.9.1 ICOMOS may wish to examine the possibility of changing its structure so as to have a paid Secretary-General. Such a change might have both statutory and financial implications meriting careful examination of the importance of a staff with a professional preservation background to administer and to speak for the organisation from a professional perspective.

III.9.2 ICOMOS should take note of the importance of a staff with a

professional preservation background to administer and to speak for the organisation from a professional perspective.

III.9.3 ICOMOS should anticipate greater efficiency in Secretariat operations as a result of increasing computerization.

### **III.10 National Committees and their role: The future may call for an examination of the National Committees and their role.**

III.10.2 National Committees indicate that a paid National Committee Secretariat is important in terms of improving internal National Committee efforts.

III.10.3 National Committees can provide a valuable service by nurturing ICOMOS National Committees in neighbouring countries.

III.10.4 National Committees should propose or approve existing and proposed International Scientific Committee members from their countries.

III.10.5 National committees should encouraged to establish national or joint regional subcommittees to parallel the activities of International Specialized Committees.

III.10.6 Membership at the national level should be examined (see above).

### **III.11 International Scientific Committees: Some committees find a need to consider a future review of International Scientific Committees and their role, function and operations.**

III.11.1 ICOMOS should consider the need to go beyond the EGER and

SOMMA Vesuvian statements and to establish a group to review and develop recommendations for structuring (or restructuring) all ICOMOS International Scientific Committees and guidelines for the establishment of new committees.

III.11.2 Consideration should be given to making the group responsible to the ICOMOS Bureau, giving it regular reporting responsibilities, and a firm deadline for the completion of its review and recommendations.

III.11.3 The group should examine the objectives, the membership, the goals, the reporting relationships and the products, including meetings or symposia and publications of each existing International Scientific Committee. While seeking to develop a systematic approach to the operation of the committees, the working group should take into consideration and respect the interaction between the individual committees and other organizations.

III.11.4 The working group should reflect on the role of these Specialized Committees as ICOMOS Committees and should examine whether ICOMOS membership is a prerequisite for Specialized Committee membership. In this connection, the working group may wish to consider the possibility of recommending other membership categories such as "expert members" for the International Specialized Committees.

III.11.5 The working group should examine the role and responsibilities of the International Committees in terms of ICOMOS publications (the journal, newsletter and other

occasional publications) as well as those publications that may be related to the committee itself but which must be designed to serve an audience beyond the committee itself.

III.11.6 The working group should consider possible interaction between the International Committees and other components of ICOMOS, for example the Documentation Centre (in that case with a view to possibilities such as bibliographic indexes, publication reviews and abstracts in the field of each International Committee.)

III.11.7 The working group may wish to consider regional International Specialized Sub-committees dealing with the same problem in different areas.

III.11.8 The working group should recommend the termination of International Scientific Committees that it finds are not in conformity with other goals and objectives of ICOMOS or to combine the work of two existing committees or a proposed and existing committee.

III.11.9 The group should propose appropriate revisions in the ICOMOS Statutes, as they relate to International Scientific Committees.

III.11.10 ICOMOS should encourage National Committees to sponsor the work of specific International Committees and to support that work through the provision of staff, office space, communications and other actions as appropriate.

III.11.11 Ideally, new committees should not be established until questions concerning current International Committees have been addressed and resolved.

III.11.12 National Committees suggest that for the future, ICOMOS may wish to consider the establishment of new International Specialized Committees, for instance:

- a committee on 20th century architecture
- a committee to concern itself with monuments of the "modern movement" dating from the 1920s and 1930s.
- a committee on the industrial heritage
- a committee concerned with the specific problems of metals used in the construction of 19th and 20th century industrial monuments
- a committee on sites
- a committee on historic landscapes (as distinct from historic gardens and sites)
- a committee on ensembles
- a committee on recording and documentation
- a committee on sculpture
- a committee on monumental painting
- a renewed committee on monuments in seismic zones
- a committee on the environment.

Also :

- a committees on legislation,, fund-raising and finance, and relationships with governmental entities.
- an international non-specialized committee to act for ICOMOS in situations where National Committees do not exist and where there is a need for an ombudsman or spokesman
- a committee to deal with the specific problems of the

ICOMOS role vis-à-vis the World Heritage Convention.

III.11.13 In order to reinforce the scientific work of ICOMOS and to ensure the coordination of its activity within the Internal Committees, a Scientific Council might be established.

#### Issue IV - ICOMOS: Resources, Finances and Funding Sources

*IV.12 Committees feel that any Future Plan should include consideration of ICOMOS resources, finances and funding sources and possibilities for strengthening them.*

IV.12.1 According to one National Committee, "In order for ICOMOS to become a worldwide organization and for developing countries to take part in its work, three things are needed (to quote Montecuccoli): money, money and money".

IV.12.2 ICOMOS may wish to consider the development of a funding database of information on past/present/possible sources of funding or other support to serve as background and models for the Secretariat and for National and International Committees.

The data base should cover support received from governmental or ministry of cultural level, corporate support, other public and private organizations and should identify others not yet approached. It should be reviewed at least annually and should be kept current.

IV.12.3 The suggestion has been made that International Committees report annual expenditures to the Secretariat for its use in grant

applications and appeals to international organizations, private groups and others.

IV.12.4 ICOMOS should develop a file or listing of ICOMOS SUPPORT POSSIBILITIES (as distinguished from direct funding). Beyond ICOMOS' access to support, the file on SUPPORT POSSIBILITIES should identify non-ICOMOS, non-governmental and non-traditional sources of support, including trade associations, specialized firms or even architectural practices.

IV.12.5 Activities provide under SUPPORT POSSIBILITIES might include the publication of materials, brochures and professional publications, translations, possibilities for hosting an International Committee, a meeting or a symposium, and supplying certain office equipment or materials, for example, or undertaking contracts on behalf of ICOMOS. SUPPORT POSSIBILITIES might also include specifics as to where and how staff might be made available, where and when these individuals will work, the length of time and specific skills required for ICOMOS projects, and so on.

IV.12.6 ICOMOS should take steps to develop its image as an efficient, effective, viable organization in order to mark fund-raising and support for it more appealing and participation in its activities more attractive. Such steps might include the establishment of a working group to develop a programme of public relations and media contacts.

IV.12.7 ICOMOS should consider the adoption of internal measures that



will make it possible to base its programme activities on budgetary reality, and ICOMOS - both leadership and membership - must be realistic in cutting back activities for which resources are not available.

IV.12.8 ICOMOS should seek ways to respond to the financial plight of ICOMOS Committees and would-be committees in less developed countries which must pay subscriptions and support the international organization at levels far beyond their financial capability. ICOMOS should therefore create a solidarity fund.

IV.12.9 ICOMOS should consider the need to develop services that can be marketed for contracts.

IV.12.10 ICOMOS should be prepared to capitalize financially (through contracts, if possible) on its ability to respond to particular problems (for example, earthquakes are a concern of some Committees, wooden buildings are a concern of others, and so on).

IV.12.11 ICOMOS should try to find the means to support International Committees with a small annual stipend but, at the same time, should be prepared to terminate or to place on hold the activities of those committees with no financial resources.

IV.12.12 ICOMOS should set up an endowment fund.

#### **Issue V - ICOMOS and other International Organizations**

**V.13 *The Future plan may wish to consider the various relationships between ICOMOS and the international organizations.***

V.13.1 ICOMOS National

Committees urge that consideration be given to clarifying, strengthening, reinforcing and developing the role of ICOMOS National Committee in the process relating to the World Heritage Convention.

V.13.2 At the same time, ICOMOS should consider the need for steps to explain to the non-governmental ICOMOS National Committees the ICOMOS-international role vis-à-vis the governmental World Heritage Convention.

V.13.3 ICOMOS may wish to give priority to greater collaboration with other governmental (ICCRUM, UNESCO, Council of Europe, OAS, etc) and non-governmental (TICCIH, ICOM, and others) organizations, and must do it in a structured way, defining its policy.

V.13.4 The ICOMOS role in terms of safeguarding the cultural heritage relates to conservation, urban planning and design, scientific research, local, regional national and international politics, administration and other areas. ICOMOS may wish to consider strengthening the role of ICOMOS in dealing with such organizations at every level (national, regional and international).

V.13.5 ICOMOS may wish to consider the need for redefining the role of the ICOMOS Secretariat vis-à-vis other special interest organizations.

V.13.6 ICOMOS may wish to open discussions with UNESCO about a resumption of an exchange programme similar to those undertaken in 1978 in response to the Helsinki Accords.

V.13.7 ICOMOS may wish to

develop its organizational capacity for providing services including consulting and project administration for other organizations such as the World Bank.

V.13.8 ICOMOS may wish to explore the need and the means for linking up with existing or new computer networks other than those at, for instance, ICOM and UNESCO, more particularly with the Getty Institution.

#### **Contributions to the Future Plan Summary (as of July 15th 1993)**

##### ***National Committees***

Australia,  
Austria,  
Brazil,  
Canada  
Costa Rica,  
Czechoslovakia,  
Estonia,  
Finland,  
France,  
Hungary,  
Israel,  
Netherlands,  
New Zealand,  
Norway,  
Paraguay,  
Poland,  
Romania,  
Slovenia  
Spain,  
Sweden,  
Switzerland,  
United Kingdom,  
USA

##### ***International Committees***

Cultural Tourism,  
Earthen Architecture,  
Stained Glass,  
Underwater Archaeology,  
Wood



### *Executive Committee*

Natalya Dushkina,  
Raymond Lemaire (former ICOMOS President, Belgium)

### *Individual Responses*

Radu Popa (Romania)

### **III. Analysis of Members' Contributions**

During the past decades, the world and society at large have undergone considerable and often turbulent developments and changes. The world of conservation is no longer as it was when ICOMOS was founded in 1965.

The following analysis of ICOMOS in a changing world is based on the contributions and current discussions in the different ICOMOS bodies. It deals with the past, present and future of ICOMOS.

#### **A. The Past**

Almost thirty years ago, the lack of preservation organizations in many countries, the need for information exchange among restorers and finally the drawing-up of charters on principles for the conservation of monuments, ensembles and sites led to the creation of ICOMOS in 1965 in Warsaw under the auspices of UNESCO.

The two main aims of ICOMOS were defined as being to promote at a national level the conservation, preservation, use and management of historic buildings or ensembles and sites and to promote, coordinate and disseminate a knowledge of experience in the preservation field.

The main means of achieving these aims were to provide a

grouping of individuals, organizations and authorities professionally involved in preservation. Of very great importance for ICOMOS' scientific work was the organization of colloquia and symposia, the establishment of scientific committees and the publication of a scientific journal. Furthermore the Documentation Centre collected information to serve the members and others.

It was also intended that ICOMOS should take up a prominent place in the field of doctrine, its definition, and in providing follow-up texts on principles in preservation and conservation to the Venice Charter.

In the ten years following, ICOMOS expanded its membership in National and International Committees. Its activities grew, both nationally and internationally, and ICOMOS was quickly acknowledged as the key international, professional non-governmental organization in the field of monument preservation - so much so, in fact, that in 1972 it was endowed with a statutory advisory role within the UNESCO World Heritage Convention with ICCROM and IUCN.

Since 1965, a large number of meetings and scientific symposia have taken place; the development of doctrinal texts such as the 1982 Florence Charter on Historic

Gardens, the 1987 Washington Charter on Historic Towns and the 1990 Lausanne Charter on Archaeological Management have played an important role in the development of scientific work.

ICOMOS has encouraged the conservation of the monuments, ensembles and sites of the world according to the highest standards and principles. From the very beginning, the professional aspect of the organization has been of the utmost importance, reflected in its membership, activities, scientific work and doctrinal texts.

It must be noted that when ICOMOS was founded and in the years to follow, it was easy to concentrate activities and scientific work in the field of preservation and restoration around ICOMOS, as such activities were rather scarce. This facilitated the task of ICOMOS and its establishment. Now, these activities are numerous and scattered among many organizations in the field; these developments are fortunate but at the same time demand clarification of ICOMOS' role.

#### **B. The Present**

ICOMOS today finds its statutory basis in the Statutes of the organization adopted at the Fifth General Assembly in Moscow in 1978.

#### **Aims and Activities**

According to its Statutes, ICOMOS has the following aim:

*It shall be the international organization concerned with furthering the conservation, protection, rehabilitation and enhancement of monuments, groups*

*of buildings and sites on the international level.*

In line with this aim, ICOMOS shall focus on the following objectives:

- a) Provide a mechanism for linking public authorities, institutions and individuals concerned with the conservation of monuments, group of buildings and sites, and ensure their representation with international organizations.
- b) Gather, study and disseminate information levels in the creation and development of documentation centres dealing with the conservation and protection of monuments, groups of buildings and sites, and with the study and practice of traditional building techniques. For this reason, ICOMOS' International Documentation Centre in Paris has been established.
- c) Cooperate at national and international levels on the creation and development of documentation centres dealing with the conservation and protection of monuments, groups of buildings and sites, and with the study and practice of traditional building techniques.
- d) Encourage the adoption and implementation of international recommendations concerning monuments, groups of buildings and sites.
- e) Cooperate in the preparation of training programmes for specialists in the conservation, protection and enhancement of monuments, groups of buildings and sites.
- f) Establish and maintain close cooperation with UNESCO, the

International Centre for the Study of the Preservation and Restoration of Cultural Property, Rome, regional conservation centres sponsored by UNESCO, and other international or regional institutions and organization pursuing similar goals.

g) Encourage and instigate other activities consistent with these Statutes.

#### Membership

ICOMOS is composed of four categories of member:

- individual members;
- institution members;
- sustaining members;
- honorary members.

All individual members must be qualified in the field of conservation, having practised within the professions of architect, town planner, engineer, heritage administrator, art historian or archivist.

At the moment, ICOMOS has approximately 4.600 members, 220 of whom are institutional, coming from 75 countries.

By far the majority of individual (nearly 2,500) and institutional (200) members are from Europe. What is remarkable is the high number of institutional members in Hungary (55) and France (45). The America individual member (1,392 in total) are concentrated in the United States (491) and Canada (414). The same goes for the institutional members (45 in total), 50% of whom are Northern Americans.

The membership fee is currently: individual members, US\$20; institutional members, US\$150 per annum.

#### The Organization

The administrative organization of ICOMOS consists of:

- The General Assembly; the sovereign body of ICOMOS, open to all members. It constitutes itself and appoints its own chairman, 3 vice-chairman and a reporter, whose mandates extend for the duration of the session. It also elects 26 members of the Executive Committee.
- The Executive Committee: this is composed of individual members chosen with regard to their professional standing. The Committee consists of:
  - the President of ICOMOS
  - 5 vice-presidents
  - the Chairman of the Advisory Committee
  - the Secretary-General
  - the Treasurer General
  - 12 members elected by the General Assembly
  - 5 co-opted members.

The Directory of the Secretariat shall attend all Executive Committee meetings in an advisory capacity. The Committee is responsible for the financing and preparation of draft programmes.

- The Advisory Committee is composed of the chairmen of the National Committees (75) and of the International Scientific Committees (14).

The Committee advises and makes recommendation to the General Assembly and Executive Committee of ICOMOS on matters of policy and programme priorities.

- ICOMOS' National Committees may be organized in any country

which is a member state of UNESCO. These provide individual and institutional members with a forum for discussion and the exchange of information. These implement the decisions of the General Assembly and programmes proposed by their own members and other Committees.

- The International Scientific Committees are responsible for developing conservation theory and techniques in specific areas of interest to ICOMOS. Each committee brings together experts with valuable expertise in their countries.

The Documentation Centre collects, analyses and diffuses information on heritage conservation. It is open to members and non-members alike.

#### Finance

ICOMOS derives income from:

- members' subscriptions or dues,
- gifts,
- subventions,
- contract for research and consultancy services,
- other appropriate activities approved by the Bureau and ratified by the Executive Committee.

The financial situation of ICOMOS over recent years can be seen from the following figures:

YEAR	1987	1989	1990	1991	1992	1993
UNESCO	1,653	1,105	1,096	1,351	1,587	1,807
Other contract	69	0	96	15	243	686
Publication	10	2	16	6	10	15
Subventions	529	584	829	585	607	549
Contributions	326	356	439	486	803	520
Other income	218	182	41	236	230	-
Total income	2,805	2,229	2,487	2,679	3,180	3,577
Persibbek costs	1,112	1,060	1,047	1,036	1,056	1,812
Costs directly related to activities	1,396	1,212	1,516	1,561	2,041	1,363
Other costs	188	43	98	962	609	482
Total costs	2,666	2,315	2,661	3,558	3,706	3,657
RESULT	139	- 86	- 174	- 879	- 526	- 80

1. This increase is the result of three incidental tax claims termination of the ESI Contract.
2. All UNESCO contracts: WH, Doc. Centre, Intern. Day, Round Table.
3. Canadian projects (\$100,000 Can.), Marketing Plan (242,000 FF).
4. Sales by Doc. Centre.
5. Subventions, incl. UNESCO (no French subvention).
6. Membership fees.
7. Exchange rate.



8. Incl. taxes and Assedic.
9. Incl. meetings, Newsletter (excl. salary), W.H. (excl. salary), Disaster Preparedness (Round Table), Endowment/Cultural Heritage Fund.
10. Perating costs, Bulding, Machines, Communications, Documentation Centre.

#### *Languages*

The official languages of ICOMOS are:

- English
- French
- Russian
- Spanish

The working languages are English and French.

#### *COMMENTS:*

The objectives set out in the Statutes are not very different from those valid when ICOMOS was founded.

ICOMOS is still the only worldwide non-governmental professional organization with consultative status to UNESCO in the field of conservation.

ICOMOS has evolved into an organization which is still developing and expanding in terms of members, committees and activities. At the same time, it suffers from great financial problems and a discrepancy between its ambitions (the goals of being global and worldwide) and the reality of its European concentration of activities and members (although this is becoming less so at present).

#### *Finances*

From the figures alone, it can easily be deduced that the UNESCO-financed activity is of major importance to ICOMOS, whereas membership fees play a less important role. Personnel costs are a heavy item of expenditure. Financial circumstances act as a considerable

constraint on ICOMOS' breathing and growth.

#### *Communications*

Communication is important both inside ICOMOS and outside. Information about the activities of ICOMOS and its Committees is needed. The National Committees attach great importance to this, as an important element in keeping the organization together and in supporting a feeling of belonging to ICOMOS International among its members. It is equally important that information about ICOMOS go to the outside world in order to communicate the image of the organization, members would like ICOMOS to be. Of special importance is the diffusion of information on the results of the scientific work emerging from the International Committees and other interesting work.

#### *Professionalism*

ICOMOS exists and was founded to be the central professional authority on monument preservation. ICOMOS, through its membership, must maintain and consolidate the knowledge and expertise of its diverse professions. As a consequence of the evolution in concepts of cultural heritage and conservation from 1965 to the present day, the circle of experts has been enlarged. With the holistic and interdisciplinary approach, now more

prevalent than 30 years ago, ICOMOS is open to a large group of professionals than at that time. Meanwhile, the situation varies from country to country: Committees have few or many members; some have governmental representatives and others do not. This requires organizational, professional tolerance and respect for different cultures. In the world of conservation, it is important that the sense of belonging to the same organization is sustained, in spite of differences in culture. ICOMOS does not seem overly concerned by the diversity in Committees, although it has seriously addressed the question of inactive and non-existent Committees. ICOMOS encourages an open attitude with regard to the National Committees within the limits of professionalism as far as individual members are concerned. By this means, ICOMOS can maintain a greater presence and reflect needed front-line concerns at the most important and significant scientific discussions that take place.

#### *Regional representation*

Representation of the different regions of the world within ICOMOS International is ensured by having them represented "in an equitable manner" in accordance with the existing statutes. This refers to the composition of the Executive Committee and gives the possibility of co-opting members from regions which are not represented on the Executive Committee.

During recent years, however, co-opted members from, for instance, Africa have been unable to participate in meetings, at least those

at headquarters and on other continents. This shows that financial support for members and committees is crucial to their active participation. The question is certainly raised if extensive regionalization of ICOMOS' activities and work could be an incentive to ICOMOS' involvement on those continents.

Regional collaboration among National Committees and International Committees has been developed, for instance in Latin America, with the exchange of experience and the organization of common activities: collaboration that can generate inspiration and can be extended.

#### *International Scientific Committees*

The work of these International Scientific Committees has for a long time been of great concern to ICOMOS in terms of the development of scientific work, its diffusion to the National Committees, the International Committees and the outside world, their membership and their belonging to ICOMOS. The EGER principles deal mainly with the administrative structure of the Committees. All engaged in conservation matters at the national as well as the international level are potentially interested in their work and the most eminent researchers should be part of the Committees' work. Therefore, the International Committees are one of the most important features of ICOMOS, embodying the organization's scientific work according to the Statutes. By giving them new administrative rules, they might act in greater accordance with their organizational role as a body within



ICOMOS, but the highly valuable scientific work is not necessarily thus ensured.

#### *Research*

ICOMOS members feel that its presence and influence in the international field of research is not as satisfactory as it could be owing to a lack of resources. Generally, it seems that the outside world has some reservations concerning ICOMOS' ability to perform as it should. This is due not only to factors related to ICOMOS itself but also to the fact that heritage conservation activity is now widespread in public and private-sector activities alike. Many new organizations and activities in the field overlap with ICOMOS, and a new orientation is needed to restore ICOMOS to a central position.

#### *C. The Future*

In order to shape ICOMOS' identity in the future and to define what the organization wants to do, and with whom, the following strategic needs must be met in the belief that ICOMOS has a future based on substantial development.

ICOMOS needs to work to promote at the international level the identification, protection, conservation and effective management of cultural heritage as well as appropriate theory, methodologies and scientific techniques for its defence.

As an overall starting point, ICOMOS must consciously enhance its global presence, its philosophy and its actions. ICOMOS needs to be worldwide, non-governmental and non-political, based on professional knowledge and experience in the

field of cultural heritage and conservation.

Because ICOMOS was, still is and in the future should be based on professional knowledge and experience in the field of cultural heritage and conservation, it has consultative status to UNESCO and is recognized as a statutory advisory body under the UNESCO World Heritage Convention.

This mandate demands the highest possible expertise in the field, which must be developed partly within the framework of the World Heritage activity itself and partly in relation to ICOMOS' own existence, which justifies ICOMOS' role and constitutes ICOMOS' *raison d'être*. There is therefore a need to create a balance between these two faces of ICOMOS, inspiring and nurturing each other, thereby providing the necessary credibility.

ICOMOS is an organization whose development is at a critical stage, and consequently requires solutions to certain key problems. It is therefore important that the organization and its members concentrate on the main issues related to ICOMOS when planning ICOMOS' future.

The concerns of ICOMOS are complex in nature, and ICOMOS' survival cannot be assured by any one blanket remedy. A handful of elements in a strategy must be considered and applied simultaneously. Some interaction between those elements is called for. An evaluation of the contributions suggests the following points:

#### **Purpose and Doctrine**

##### *Purpose*

Accepting that ICOMOS' mission

or overall goal is to promote the conservation of the cultural heritage at an international level, it is naturally of importance that ICOMOS should be in the front line in all matters related to cultural heritage and conservation, most obviously in identifying the key concepts themselves. Concepts of cultural heritage are evolving from architectural heritage through archaeological management, and from monuments, group of buildings and sites, as traditionally defined, through to cultural heritage in the broadest sense of the term, including intangible heritage and living cultures.

ICOMOS' presence in the developing countries, where heritage conservation clamours for great attention, needs to be strengthened through the use of a flexible concept of cultural heritage reinforcing national and spiritual qualities. In this respect, ICOMOS must accept and build on the diversity of cultural heritage throughout the world.

ICOMOS should seek means to transmit its concerns to the public in articles, statements, design activities and programmes at national, regional and international levels in order to support the identification of cultural heritage in the fullest sense of the terms.

##### *Doctrine*

In ensuring appropriate protection, conservation and management of cultural heritage, ICOMOS must base its approaches on the most up-to-date scientific theory, methodologies and techniques. As the *raison d'être* of ICOMOS, it is therefore essential that ICOMOS ensure that its

statements of doctrine correspond to contemporary needs and perceptions.

In future, this must take account more strongly of regional differences, accepting that occidental philosophy does not hold universal value. This might result in new regional charters as well as new global doctrine texts dealing with issues of current worldwide interest, reflecting for instance the use of modern technology in conservation.

The growing concepts of heritage and conservation will require appropriate doctrine in these fields. This approach has already been applied within the World Heritage framework, where it has proved to be indispensable.

There is doubt that this work demands great involvement on the part of the Committees, both national and international; nevertheless, it is essential that ICOMOS extend its activities in this direction. It is and will be an added strength for ICOMOS if it is able to maintain and develop further the field of doctrine and attach this to a certain degree of regionalization.

#### **Activities and Programmes**

ICOMOS' activities and programme should, in as far as possible at both national, regional and internal levels, support the organization's goals and objectives in a coordinated fashion. This may seem an unrealistic target, given the scanty resources available, but it is essential; particularly as ICOMOS extends the character of its activities and will therefore need to prioritize its activities.

In order to enforce the image of

ICOMOS and because it serves a good cause, ICOMOS should respond much more as an international organization in situations where conservation values are at stake. ICOMOS is a leading authority on conservation and the philosophy of the same. It therefore seems incumbent on ICOMOS to raise its voice. This demands a certain distance from governmental institutions.

ICOMOS could with benefit extend its activities by supporting the programmes of other organizations such as the United Nations, UNESCO (The Cultural Decade, the Commission on Culture and Development and International Campaigns), UNDP etc., which could be initiated either by National Committees or ICOMOS international.

The Documentation Centre needs to be linked to new computerized information systems other than those of ICOMOS, ICOM and UNESCO, in order to minimize the demand on resources and extend both capacity and possibilities for access.

ICOMOS must pursue and develop its World Heritage activities. This it can do by:

- a) evaluating nominations to the World Heritage List
- b) contributing to the monitoring and activity of cultural sites
- c) participating in the Convention's intellectual development

Publication of the scientific journal, which had been discontinued for a couple of years, has been resumed and must be maintained on a solid financial basis, as this

represents the heart of the organization.

#### **Structure, Organization and Management**

##### **Membership**

In order to establish what ICOMOS should in any case be - a well-functioning global organization with a highly professional profile - the membership should be fittingly professional. Professional membership needs to be at relatively equal levels from one committee to another.

As conservation becomes a more interdisciplinary affair, all fields should be represented and an interdisciplinary basis for recruiting new members identified. The distribution of members fails to cover many parts of the non-European world and efforts should be made to increase its presence, e.g. in Africa and Asia.

The membership fee structure should be equitable and possible formulas for making that possible should be explored.

##### **Administration and Management**

Ideally, ICOMOS should be a democratic, professional and well-managed organization, in theory the existing structure is well balanced in response to those needs. In practice, however, the existing organization appears to be too inflexible and expensive in view of the organization's size. The value of an organizational "simplifying process" has been outlined, still keeping in mind that ICOMOS should retain its democratic nature, involving the possible dissolution of one of the bodies and a clarification of the various bodies' roles and meeting

sequence. The International Secretariat should be reinforced in order to direct the organization and its operations and at the same time to represent ICOMOS to several organizations. With regional improvement, the role of the Secretariat becomes more important.

##### **Language**

It would be desirable to find means of ensuring that the working languages of ICOMOS reflect patterns of use in the world, including Spanish, Arabic and Chinese.

##### **National Committees**

National Committees are very different (in structure, number and categories of members) and that diversity should be considered an asset. A flexible and open-minded attitude seems appropriate. Still, some very closed Committees should open their doors to young people in the field of conservation.

##### **International Committees**

The EGER principles are intended to help the International Committees function in an appropriate way, in particular by providing information about the scientific accomplishments and standards of work to others outside the Committees. In principle, the objective should be coverage of all scientific fields and activities within recognition of heritage, technology and process, management and doctrine.

Providing the Committees are active and that their work has a scientific content, there is no need to limit the number of committees possible. But given the existence of some rather slow Committees, it might be worth suggesting that

criteria be developed to discontinue these.

Since the scientific work is indisputably the core of the organization's existence, it might be possible to develop new ways of establishing supplementary frameworks for dealing with scientific work, such as the use of ad hoc working groups with a limited lifetime.

##### **Regionalization**

ICOMOS' presence in the different regions of the world needs to be consolidated and extended in order to ensure that conservation of the cultural heritage is promoted on a truly global scale, Africa and Asia, especially, need to be reached.

From an organizational point of view, one objective is therefore to encourage regional activity without diminishing ICOMOS' global identity and role, and to establish an active role within ICOMOS for the regions, particularly in matters of policy and decision-making.

This will require the development of a coherent strategy to establish an ICOMOS presence in each region and an organizational framework securing regional representation and influence within ICOMOS.

Meanwhile, the main obstacle to having an active ICOMOS in the regions is the lack of active support (financial and infrastructural etc.) in the development of regional activities, new organizational structure will be of no use unless combined with such support.

Concrete elements in this approach could be the election of vice-presidents by the regions and the formation of regional committees.



The approach could be extended to the International Committees as well, encouraging a regional orientation on their part.

It is necessary to define the regions. This could be done by defining the regions as done by UNESCO, by use of (a) continental division(s) (as is the case for instance with ICOM) or be based on cultural affinities. Establishing extensive collaboration within regions based on cultural affinities seems commendable and highly valuable, but this must be balanced with efforts to express and maintain the organization's common frame of reference. Criteria other than "cultural affinities" have been suggested, such as geography (water-basins), history, language and conservation needs.

Regionalization might raise certain practical questions: In what way can it be done, while retaining the essence of a global organization? How can common judgements of the organization be maintained when regions go off in different directions with divergent opinions?

Formal representation of the regions in the organization and the weight attached to such must make reference to actual activity (number of members and committees) but also to their potential. A regional policy based on cultural affinities implies more than organizational transformation, and as such requires careful examination in terms of definition of objectives and associated cultural heritage.

#### **Resources, Finances and Sources**

It is obvious that ICOMOS

requires sound financial and human resources. A balance needs to be established between fixed expenditure. This means that for the future a considerable increase in income will be required. In principle, there are three possibilities for achieving this objective:

1. To establish a membership fee system independent of a membership structure; on the one hand this will encourage new members and on the other hand it will ensure increased income.
2. To increase subventions from national governments, especially in relation to their UNESCO contributions.
3. To set up a fund which will create an income out of interest. In order to be able to create this fund, a clear picture of ICOMOS, its goals, objectives, activities and message must be generated.

ICOMOS should consider the possibility of reducing those activities which do not have sufficient support in order to concentrate on fewer activities in support of the organization's objectives, as well as on capitalizing on its professionalism and expertise in different fields.

#### **Relations with Other International Organizations**

As ICOMOS today is one member of a large family of international organizations dealing with conservation, it is important that it clarify its identity, as a dynamic professional organization in the field of cultural heritage.

The overall goal of ICOMOS and other organizations in the fields of conservation is through collaboration

and action to advance the field as a whole. This requires concerted action on a global scale and to avoid the overlapping of activities. Liaison with other organizations must be shaped structurally on the basis of their characteristics and roles, bearing in mind ICOMOS' own characteristics.

One starting point might be recognition of the greater importance of other organizations (UNESCO, ICOM, IUCN, ICCROM) to our own objectives. Some regional organizations (Council of Europe) may have equal importance, given the collaborative potential for high levels of achievement and spin-offs in the region (new committees, new activities - ICOM in Africa begin one example).

The framework for collaboration with other organizations must involve ICOMOS in offering the experience and knowledge of its membership, based on their qualities as individuals, yet as representatives of the organization. Success depend on the ability of collaboration to contribute to the advancement of the field and to assist in the execution of activities and programmes from a professional and scientific angle.

Collaboration with other organizations must be recognized as highly demanding on the one hand but potentially fruitful on the other, as well as a necessity in our changing world of conservation, where resources are scarce and many organizations are struggling for their very existence, in spite of their idealistic good cause. ICOMOS should actively seek new ways of gaining its role of inspirer for

other international organizations and coordinator of the work in the field of conservation.



## Strengths Weaknesses, Opportunities and Threats

### IV. SWOT - Analysis

Strengths  
Weaknesses  
Threats  
Opportunities  
Conclusion

### V. Core Competencies and Strategic Concept

The concept

### VI. Recommendations

Organisational Structure  
Activities  
Communication  
The documentation centre  
Membership structure  
• Funding

### VII. Recommendations for the General Assembly

#### IV. SWOT Analysis

The strengths and weaknesses of ICOMOS are analyzed below, in order to present a current picture of the functioning of ICOMOS. Given the problems currently facing the organisation, its weaknesses are emphasized. As well, a brief description of the opportunities and threats facing the organisation is made.

##### **Strengths**

- ICOMOS members are

professionals involved in the preservation of cultural and built heritage and work together on an interdisciplinary basis.

- The members of ICOMOS possess an enormous array of experiences and expertise.

- ICOMOS is the single global organisation developing, articulating and promoting appropriate standards for conservation; ICOMOS is respected universally as the movement's professional conscience.

- The ability of the current Bureau to re-establish a scientific journal, although its financial viability is not assured.

- ICOMOS plays an increasingly vital role in counselling UNESCO on those cultural properties to be included on the World Heritage List and in monitoring the properties already listed.

##### **Weaknesses**

- Doubts exist regarding the operation and productivity of the specialised International Scientific Committees. These Committees ought to be the bedrock of ICOMOS in debating scientific issues, thereby improving the quality of conservation carried out around the globe. National Committees receive little feedback or benefits from their activity.

- Inter-committee exchange has not been effective in addressing the needs of specialists in developing countries.

- The organisation clings too much to the well-trodden paths of the past, thereby missing opportunities to tailor objectives and programmes to today's requirements in a changing world.

- Increasing budget difficulties have resulted in a substantial decline in staff size over the last decade, impeding this Bureau's ability to assist National and International Committees in improving possibilities for exchange and dissemination.

- The organisation's stratified nature and its long lines of communication impede effective operations.

- The general public and national governments have insufficient knowledge of the organisation's

output, due to inadequate external communication by the committees, the staff, the Documentation Centre and the members.

- The current regional distribution of members is unbalanced. Most individual members and institutional members are from Western countries. The lack of members from the African continent, which faces severe problems in preserving its cultural heritage is worrying.

- Many supranational organisations appear to be suspicious of ICOMOS, ignore its activities or feel reluctant to work with it.

- More and more scientific research in the preservation field, particularly in governments and institutions, is conducted without any direct connection to ICOMOS (though ICOMOS members are often the key personnel in this research).

- ICOMOS does not systematically assist its International Scientific Committees holding scientific symposia or publishing their results.

##### **Threats**

- Strong tendencies exist within UNESCO to broaden its partnership with other global and regional cultural heritage groups. In the long run this could cause a considerable diminishing of the flow of funds towards ICOMOS.

- Perceptions of the organisation's inefficiency and incapacity could increase reluctance to invest in ICOMOS by current and potential support sources.

##### **Opportunities**

- As a non-governmental, non-political organisation, linked to UNESCO, ICOMOS could play the

role of a neutral advocate in disputes concerning cultural heritage.

- The performance of ICOMOS, and particularly its support by society, could gain if the organisation's activities are seen to clearly span the full range of cultural heritage we conserve.

- Involvement of young professionals at an early stage could expand public support and strengthen the basis of ICOMOS's future.

- Possibilities for revival and transformation of ICOMOS' traditional coordinating role with many large international organisations and institutions now active in this field.

- Potential "consulting" capacity within the members of ICOMOS.

This statement maintains the present ICOMOS orientation, and values the scientific experience already embodied in the organisation and its membership network.

However, more influence implies:

- An expansion of the number of National Committees, particularly in the African, Arab and Asian regions;

- An enlargement of the membership of National Committees, particularly with young professionals and government-supported institutions, to enhance the national networks, disseminate acquired ICOMOS know-how and enhance ongoing input in topics of interest to ICOMOS. In general, ICOMOS gains more impact on decision-makers and conservation issues.

- The establishment of regional Committees can:

Analyze regional bottlenecks and determine the priority of the programmes required to handle

them;

As a feedback mechanism for the National Committees;

Providing input for the Scientific committees on dealing and frequently changing specific topics.

- The establishment of more active Scientific Committees dealing with research on internationally important subjects. This means:

Activation of some of the present Scientific Committees;

Expansion of the membership of those committees with inadequate global representation;

Adequate dissemination of research results to the National Committees; Permanent monitoring to determine whether the scientific output is in line with the needs of the other parts of the organisation;

Formation of an active coordinating Executive Board that plays an important role in the definition and monitoring of the activities of the Scientific Committees and acts as an umbrella for the total organisation. The Board should be supported by an adequate Secretariat headed by a professional staff (managerial with expertise).

- More conservation consultancy services through, for example, ICOMOS's involvement in monitoring of World Heritage Sites.

#### **Conclusion**

The SWOT analysis suggests the value of questioning the need for an ICOMOS in today's conservation world.

The analysis of opportunities suggests, however, that there is still a legitimate basis of existence for an

organisation like ICOMOS. However, a change of attitude is needed to alter the present situation and regain for ICOMOS the central position once held as the key international organisation of professionals, promoting the conservation of global cultural heritage.

In the future, the weakness should be eliminated and the strengths should be exploited. By doing so, the organisation could face the threats and should take advantage of the available opportunities.

In the following sections, attention is first paid to the determination of the core competencies of ICOMOS. Therefore, an outline is provided of the conditions and actions necessary in the coming years to ensure a dynamic ICOMOS.

#### **V. Core Competencies and Strategic Concept**

##### ***The concept***

A clear description of the core areas of ICOMOS competencies can be established. This is used to frame recommendations to enhance ICOMOS's performance in coping with the turbulence of the organisation's external environment.

The SWOT analysis suggests that ICOMOS strengths are embedded in the professionalism of its membership which represents enormous expertise in many fields of cultural heritage.

Consequently, the core areas of ICOMOS competency are:

- Providing a forum for the exchange of relevant scientific views;

- Developing doctrinal expressions of principles and

standards for conservation;

- Influencing decision-making organisations and authorities by acting as the global conscience for cultural heritage, with the help of its membership.

Building upon these core areas of competencies, ICOMOS needs to refine and extend its existing strategic concept, which is.

- an influential organisation of professionals at the centre of developing and promoting conservation principles and standards, in an evolving environment.

- A reinforcement of the efforts to support an international documentation centre responding to contemporary information needs.

- Intensifying efforts to improve international documentation centre responding to contemporary information needs.

- Intensifying efforts to improve internal and external communication.

All in all, the essence of the revival of ICOMOS as an influential organisation in the field of cultural heritage seems to comprise a working organisation, with an output of information highly relevant (real and perceived) to conservation needs. More-and diverse - members and a clearly defined inspirational vision will sustain ICOMOS while it moves toward those goals.

A more influence-oriented approach is also suggested to provide support for endangered monuments in general. In this way the strengthening of ICOMOS as a scientific organisation perceived to be in the centre of cultural heritage in the broad sense could be achieved. However, conservation actions and



programmes of high visibility and effectiveness are necessary.

Yet, concrete action can draw attention from the outside, improving the impact of the products as perceived from within. Action also involves close contact with sources, enhancing know-how and improving feed-back mechanisms.

However, an action-oriented strategic concept implies a paradigm shift in attitude and affinity of the organisation's members, one alien to the values and beliefs of the organisations, and therefore unachievable.

Therefore, we recommend a strategy which will strengthen the existing organisation as described above by taking a lead role in promoting the establishment of an arms-length organisation to improve care for cultural heritage at risk (the [ICOMOS] fund for Cultural Heritage at Risk).

Recent experiences (that is, the Gulf War; Yugoslavia; natural disasters in Asia and America) among all international organisations have demonstrated the inadequacies of the international system in times of conflict or catastrophe. The hands of professionals are tied not only in times of war, but times of peace because of:

- insufficient funding for cultural heritage relief
- inherent weaknesses in the system of international cooperation
- insufficient understanding of conflict/disaster response needs.

In this context, ICOMOS has been exploring with its international partners the feasibility of setting up a global cultural heritage relief

organisation which would have the capacity to:

- provide first-aid - to respond immediately without bureaucratic or governmental interference;
- improve preparedness - to mobilize expertise and to make available through ongoing training and other means
- to advocate - to stimulate public awareness of broad needs to be met in improving protection of cultural heritage at risk.

ICOMOS has taken the initiative in these explorations to increase its influence on the necessary conditions for conservation globally, and ultimately, once the new organisation is in place, to provide advisory services to it.

#### VI. Recommendations

The following recommendations are meant to strengthen the existing organisations:

- organisational structure
- activities
- communication
- membership structure
- the Documentation Centre
- funding

##### *Organisational Structure*

ICOMOS needs to offer its professionals a decisive platform for exchange, on the one hand taking account of the reality of cultural and communities and on the other hand, remaining aware of the evolving concepts of heritage conservation.

Such an organisation needs to be non-hierarchical with direct lines to its decision-makers. Therefore ICOMOS must simplify its organisational structure and reduce the number of members involved with executive

responsibilities.

Organisational restructuring should recognize the following principles:

- improving regional representation: establish Regional Committees to provide a forum for regional exchange; Regional Committees could consist of appropriate clusters of National Committees and would be directly represented on an ICOMOS Executive Board; Regional Committees would facilitate development of regional views on conservation issues and their contribution to general debates and discussion, and facilitate regional adaption and transmission of common principles and standards;

- balancing regional and scientific input in programme development: a small Executive Board would balance representation from Regional Committees and Scientific Committees;

- direct election of regional and scientific members of the Executive Board by regional and scientific committees: Regional Chairs would be elected directly by National Committees within the region; Scientific Chairs on the executive Board would be elected directly by the Scientific Committees;

- simplified Executive mechanism: a small Executive Board would establish priorities for programmes and activities on the basis of direct input from the regions and the Scientific Committees;

- strengthened ICOMOS Secretariat: the ICOMOS Secretariat would be strengthened to play a key role in facilitating the activities of regional, national and scientific

committees and in encouraging exchange among them.

##### *Activities*

A revival is needed of ICOMOS' role as the organisation developing up-to-date doctrine and standards for conservation, coordinated by its leaders and disseminated through the members to political decision-makers.

This implies an approach to developing activities characterized by the following:

- intensification of involvement of ICOMOS with significant conservation sites through its World Heritage activity, provision of services to the (ICOMOS) Cultural Heritage at Risk Fund and other avenues which permit ICOMOS to build its influence and identify the issues of greatest contemporary importance.

- enhancement structural collaboration with scientific organisations outside ICOMOS such as TICCIH, DOCOMOMO, etc.

- regular and conscious identification of priorities for scientific development in initiation and articulation of doctrines and standards for conservation, on the basis of input from the consulting activity described above, input from the to-be-established Regional Committees, and input from ICOMOS' collaborators.

- coordinated planning of scientific activities to support the above priorities as a result of regular exchange on the Executive Board.

- increasing commitment to broad dissemination of the result of ICOMOS scientific activity.

##### *Communication*

Communication of scientific



activity and possibilities remains a critical function within the ICOMOS network in order to link its activities to public authorities, institutions and individuals involved with the conservation of monuments, groups of buildings and sites.

Membership networking and overall communication could be improved for the most part by improving instruments already in place:

- A regular and timely publication of the ICOMOS newsletter, containing information on a broad number of subjects,
- The maintenance of "the scientific journal" to enhance membership and funding.
- Timely communication to the National Committees on major developments in the field by use of contemporary electronic techniques.
- Ongoing production of the ICOMOS Directory.

#### **The documentation centre**

Effective management of information is the key both to improved use of the output of Scientific Committees (and, in future, Regional Committees) and improved access of members and others to this information.

This will require focus within the existing Documentation Centre on the following:

- a data collection policy focusing explicitly on the output of ICOMOS scientific exchanges (through Committee meetings and colloquia, and ICOMOS consulting on behalf of specific sites).
- a data dissemination policy based on improving links to other information networks, and assuring

ICOMOS members access to data through contemporary electronic means.

Achieving these objectives requires strong improvements in funding for the Documentation Centre.

#### **Membership structure**

The present membership structure adequately meets the needs of ICOMOS though intensified efforts are required in the following areas:

- increasing attractiveness for young professionals;
- increasing global representation;
- clarifying common minimum standards for membership, focused on professional status and adherence to ICOMOS doctrine and principles;
- considering means by which governments could function as a special category of sustaining members in order to increase ICOMOS financial support;
- considering means to link those involved in the conservation trade (materials suppliers, contractors, etc.) as supporting members, given opportunities to increase the network of those aware of ICOMOS doctrine and therefore to influence the end-users.

#### **Funding**

In order to implement the strategic concept and matching recommendations, ICOMOS must expand its financial support to meet associated overhead costs.

A rough estimation of the minimum financial needs and expected increase in income out of changing activities is given in the following table:

Project incomes statement in FF	
1.000,-	
UNESCO	1.700

Other contracts	500
Subventions	600
Membership fees	3.000
Contracts "Culture at risk" pm	
<b>TOTAL INCOME</b>	<b>5.800</b>
Personnel costs	1.800
Costs related directly to activities	3.300
Travel costs	1.000
Documentation Centre pm	
Other costs	700
<b>TOTAL COSTS</b>	<b>5.800</b>

The prognosis is that attribution of resources from UNESCO and other contracts will increase due to the upgrading of ICOMOS activity in support of UNESCO objectives by the organisation. The enormous increase in the amount of contributions is postulated as the result of changes in membership structure which would permit government to function as a special category of sustaining members, significant corporate sponsorship and a doubling of individual members (at the current membership fee).

On the expenditure side, increases follow from the need to assure full time, highly qualified management, staff levels appropriate to demands (particularly with respect to the Documentation Centre) and increased support for consulting missions and meetings.

#### **VII. Summary of Key Recommendations**

Based on insights gained into the present situation of ICOMOS and the possible options for its future, the General Assembly is advised to support the following priorities.  
**ICOMOS should confirm a focus on scientific professionalism**

The primary strategic aim of ICOMOS is to be an influential organization of professionals at the centre of developing and promoting heritage conservation principles, standards and guidelines in an evolving environment.

This aim should be taken in hand by strengthening the scientific activities of ICOMOS:

- improving coordination of scientific activity;
- improving efforts to disseminate pertinent materials;
- ongoing development of highest quality scientific materials;

#### **ICOMOS should create a Cultural Heritage at Risk Fund**

An [ICOMOS] Cultural Heritage at Risk Fund should be created by ICOMOS, to strengthen preparedness for cultural heritage at risk. This initiative would parallel the activity of similar organisations in the natural heritage field. From this Fund ICOMOS actions can be supported that strengthen the external profile and influence of the organisation;

#### **The organisational structure of ICOMOS should be simplified to enhance its efficiency and effectiveness**

The structure of the organisation should become less stratified. This requires;

- an influential Executive Board;
  - reduction of the number of members with executive responsibilities
  - the formation of Regional Committees;
  - the strengthening of National and International Scientific Committees.
- The ICOMOS Secretariat should**

**be reinforced.**

To play its role as a hub in ICOMOS activities and to support the activities of National, Regional and International Scientific Committees, the Secretariat should be adequately (both qualitatively and quantitatively) staffed, and led by a professional, both as a manager and as an expert in the field of conservation;

**Links to information sharing networks and mechanisms should be improved.**

The Bureau of ICOMOS recognizes the importance of improving its information management capacity in order to achieve the primary strategic aims of ICOMOS. This can be done by extending the means of the Documentation Centre to link ICOMOS members electronically to the most up-to-date scientific and doctrinal developments in the conservation world;

**The support structure of ICOMOS should be reinforced.**

The Bureau of ICOMOS should give special attention to improving financial support for ICOMOS through governments and government institutions, and multilateral organisations and NGO's, and through exploring links to commercial suppliers or contractors in the field.

**ICOMOS should become a truly global organisation**

The Bureau of ICOMOS should pursue initiatives designed to establish a meaningful ICOMOS in all regions of the world, and to ensure the participation of qualified professionals of all generations.



## LES PRINCIPES D'EGER POUR LES COMITES SCIENTIFIQUES INTERNATIONAUX



## THE EGER PRINCIPLES FOR INTERNATIONAL SCIENTIFIC COMMITTEES

Le présent document est préparé conformément à une résolution de l'Assemblée Générale de Lausanne en octobre 1990, confirmée par le Comité Consultatif en mai 1991 et mise en application par une décision du Bureau en août 1991.

### 1. INTRODUCTION

1. L'ICOMOS attend des Comités Internationaux qu'ils soient au cœur des recherches et des échanges dans leur domaine respectif. L'ICOMOS attend d'eux qu'ils poursuivent activement des programmes qui définissent des besoins pour la recherche, qui stimulent et soutiennent des activités de recherche et augmentent les échanges et flux d'informations afin de promouvoir une meilleure connaissance dans leur domaine.

De plus, l'ICOMOS attend que les Comités soient accessibles à tous les individus et groupes qualifiés ayant la capacité de contribuer, dont le mode de fonctionnement est démocratique et qui oeuvrent pour accroître l'impact de leurs programmes de standards de protection dans le domaine.

2. Dans un but pratique et pour coordonner leurs activités, ils peuvent être regroupés en quatre domaines d'activités:

- la connaissance du patrimoine;
- la technologie;
- la gestion;
- la doctrine.

3. Ces principes doivent servir à guider les activités de tous les Comités Scientifiques Spécialisés Internationaux de l'ICOMOS.

### II. CADRE DE FONCTIONNEMENT

1. Tout en ayant le plus possible d'indépendance et de souplesse pour atteindre leurs objectifs, on attend des Comités Internationaux qu'ils travaillent dans le cadre fixé par la totalité des objectifs et statuts de l'ICOMOS.

2. Les Comités Scientifiques Internationaux devront adopter des buts et objectifs ayant pour base des statuts, budget, règles de procédure et programmes qui soient en accord avec la totalité des objectifs et statuts de l'ICOMOS.

3. Les Comités Nationaux ou institutions spécialisées désireux de sponsoriser un Comité International de l'ICOMOS doivent présenter leurs propositions au Secrétaire Général de l'ICOMOS qui à son tour les présentera au Bureau avant soumission au Comité Exécutif.

Toute proposition devra comporter une description des éléments suivants:

- objectifs à long terme et programmes d'activité correspondants;
- statuts de Comité;
- membres proposés, y compris officiers désignés;
- informations détaillées sur le soutien financier et administratif offert par le pays hôte, le Comité National ou l'institution.

This document is prepared pursuant to a resolution of the General Assembly, Lausanne, October 1990, confirmed by the Advisory Committee, May 1991, and implemented by a decision of the Bureau, August 1991.

### 1. INTRODUCTION

1. ICOMOS expects the International Committees to be at the heart of scientific inquiry and exchange in their domains. ICOMOS expects the Committees to actively pursue programmes which define research needs, stimulate and support research activity, and increase exchange and dissemination in order to promote greater understanding in the field.

ICOMOS further expects the Committees to be accessible to all qualified individuals and groups with a capacity to contribute, democratic in their operations and concerned with increasing the impact of their programmes on standards of care in the field.

2. For convenience and to assure coordination of their activities, Committees may be grouped in four broad fields of activities:

- recognition of the heritage;
- technology and process;
- management;
- doctrine.

3. These principles are meant to guide the activities of all the specialized International Scientific Committees of ICOMOS.

### II. OPERATING FRAMEWORK

1. While desiring to accord the International Committees the maximum of independence and flexibility in support of their objectives, the Committees are expected to work within the framework established by the overall objectives and statutes of ICOMOS.

2. The International Scientific Committees shall adopt goals and objectives supported by appropriate statutes, budgets, rules of procedure and programmes, all in accord with the overall objectives and statutes of ICOMOS.

3. National Committees or specialized institutions wishing to sponsor an ICOMOS International Committee must present their proposals to the Secretary-General of ICOMOS who in turn will present such to the Bureau before submission to the Executive Committee.

Proposals shall include descriptions of:

- long-term aims and associated programmes of activity;
- proposed Committee statutes;
- proposed members including designated Officers;
- details of financial and administrative support offered by the host country, National Committee or institution.

International Committees may propose statutes and methods of operation outside the operating framework described above, appropriate for the effective functioning of the International

Les Comités Internationaux peuvent proposer des statuts et des modes de fonctionnement ne s'inscrivant pas dans le cadre de fonctionnement décrit ci-dessus s'ils sont adaptés au bon fonctionnement du Comité International, à condition de retenir l'approbation du Comité Exécutif.

4. Le Comité présentera à l'Assemblée Générale à l'intention des membres de l'ICOMOS le programme suivant:

- des objectifs clairs et précis étalés sur les trois ans à venir;
- un programme de travail;
- une stratégie pour sa réalisation;
- un budget et un plan de financement.

5. Le Comité soumettra un rapport annuel au Comité Exécutif au plus tard le 31 Mars de chaque année. Le contenu du rapport devra être conforme aux prescriptions du Comité Exécutif.

Le rapport devra inclure une liste des membres votants, associés et honoraires, les rapports des réunions du Comité et de tout colloque organisé par le Comité et une description des progrès réalisés dans le respect des objectifs du programme triennal.

6. Ce document annule et remplace les documents suivants:

- «Directives pour les Comités Internationaux spécialisés de l'ICOMOS» (Somma Vesuviana) adoptées le 12 décembre 1982;
- «Directives pour les Comités Internationaux de l'ICOMOS», non daté;
- «Directives pour les Comités Internationaux» Paris 19-20 février 1985.

### III. LE PRESIDENT

1. Selon l'article 14 b. des Statuts de l'ICOMOS, le premier Président du Comité sera désigné par le Comité Exécutif pour une durée d'exercice qui ne dépassera pas trois ans.

2. Le Président ne pourra pas servir pendant plus de trois exercices consécutifs comme Président, mais ces exercices seront considérés indépendamment de tout exercice précédent comme membre votant du Comité. Le Président sera un membre votant ex-officio.

3. Conformément à l'article 12 des Statuts de l'ICOMOS, le Président sera un membre ex-officio du Comité Consultatif de l'ICOMOS.

### IV. MEMBRES

1. Les principes ci-après constituent des recommandations de base visant à gérer l'adhésion aux Comités Internationaux afin que celle-ci soit ouverte à tous les spécialistes qualifiés du domaine, qu'elle offre un accès égal aux professionnels de régions, cultures, disciplines et moyens divers, qu'elle soit démocratique dans ses modes de fonctionnement et qu'elle assure une bonne rotation au niveau de la direction.

2. L'adhésion aux Comités Internationaux sera ouverte aux membres de l'ICOMOS dotés d'une qualité d'expert reconnue dans le domaine concerné. Les Comités peuvent comprendre des membres ayant droit de vote, des membres associés et des membres honoraires.

3. Les membres ayant droit de vote seront proposés par le Comité National concerné ou par le Président du Comité International. L'approbation ne pourra pas être refusée sans justification. Les postes vacants dans le Comité seront remplis par le vote des membres votants parmi les candidats légalement proposés.

Committee, subject however to approval by the Executive Committee.

4. The Committee shall submit during each General Assembly for review by the members of ICOMOS, the following programme:

- a clear and precise set of objectives for the coming three year period;
- a work programme;
- a strategy for its realization;
- a budget and financial plan.

5. The Committee shall submit an annual report to the Executive Committee by 31 March each year. The content of the report shall conform to a standard format prescribed by the Executive Committee.

The report shall include a list of voting, associate and honorary members, the minutes of meetings of the Committee, reports of symposia conducted by the Committee and progress made in respect of the objectives of the three year programme.

6. This document supercedes:

- «Directives for the International Specialized Committees of ICOMOS» (Somma Vesuviana), adopted 12 December 1982;
- «Guidelines for ICOMOS International Committees», undated;
- «Guidelines for International Committees», Paris, 19-20 February 1985.

### III. PRESIDENT

1. In accord with article 14 b. of the Statutes, the first President of the Committee shall be appointed by the Executive Committee of ICOMOS for a term of office not exceeding three years.

2. The President may not serve more than three consecutive terms of office, as President, but those terms shall be considered independently from any previous terms as a voting member of the Committee. The President will be an ex-officio voting member.

3. In accordance with article 12 of the ICOMOS Statutes, the President shall be an ex-officio member of the ICOMOS Advisory Committee.

### IV. MEMBERSHIP

1. The following principles constitute a recommended basis for membership within International Committees, in order to ensure that membership is open to all qualified specialists in the field, offers equal access for participation to professionals of diverse regions, cultures, disciplines and resources, is democratic in its processes and ensures reasonable rotation of leadership.

2. Membership of International Committee should be open to members of ICOMOS with established expertise in the relevant field. Committees will normally include voting, associate and honorary members.

3. Voting members should be proposed by the relevant National Committee, or the Chair of the International Committees. Approval must not be withheld without adequate justification. Vacancies in the existing Committee should be filled by vote of the voting members from among legitimate candidates proposed.

4. Voting members normally shall be limited to one per country, for those countries in which National Committees have been established.



4. Les membres votants devront normalement se limiter à une voix par pays où des Comités Nationaux ont été établis.

5. Le Comité assurera autant que possible, parmi les membres ayant le droit de vote, une représentation équitable des régions géographiques, sous réserve de satisfaire à la compétence nécessaire.

6. L'élection au Comité comme membre votant correspondra normalement à une durée d'exercice qui ne dépassera pas trois ans consécutifs. On ne peut normalement pas rester membre votant pendant plus de trois durées d'exercice consécutives.

7. Les Comités pourront établir un réseau de membres associés. Ceux-ci peuvent inclure des membres correspondants (personnes et institutions engagées dans les activités ayant rapport avec les objectifs du Comité) et toute autre catégorie de membres appropriée aux besoins du Comité.

8. Les membres honoraires pourront être élus par le Comité en reconnaissance des services qu'ils ont rendus au Comité et de leurs activités en faveur de ses objectifs. Tous les membres qui ont servi neuf années consécutives pourront normalement être élus. Les membres honoraires pourront participer à toutes les activités du Comité mais, en principe, ne pourront pas voter.

9. Le Comité est censé établir un système de vote approprié à ses besoins. Les élections pour ses officiers devront être secrètes et devront inclure l'utilisation d'un vote par la poste ou par procuration.

#### V. ADMINISTRATION

1. Le Comité est encouragé à se réunir au moins une fois par an.

2. Autant que possible, les réunions du Comité se dérouleront par rotation dans les régions des membres votants actifs dans le Comité. Cependant, les Comités sont encouragés à tenir leurs réunions dans des pays non représentés, en particulier dans des pays en voie de développement.

3. Les rapports officiels seront rédigés dans les deux langues de travail de l'ICOMOS. Les actes des réunions seront rédigés dans l'une ou l'autre, ou les deux langues de travail selon les besoins des membres.

#### VI. FINANCEMENT

1. Les membres du Comité fourniront leurs meilleurs efforts pour obtenir les fonds nécessaires pour assurer leur propre participation aux activités du Comité. L'ICOMOS propose son aide pour trouver des fonds à l'UNESCO ou tout autre organisation internationale, mais suggère que les Comités recherchent le soutien financier d'institutions spécialisées dans leur domaine.

2. Les Comités Nationaux devront produire tous les efforts possibles pour accueillir les réunions des Comités Scientifiques et procurer une aide financière pour subvenir aux différents besoins des réunions.

5. The Committee shall, as far as possible, ensure equitable regional representation within the voting membership subject to fulfilment of the necessary expertise.

6. Election to the Committee as a voting member should normally be for a term of not more than three consecutive years. A voting member would not normally serve for more than three consecutive terms.

7. Committees may establish associate members. These may include co-opted members, corresponding members (individuals and institutions engaged in activities relevant to the objects of the Committee) and any other classes of membership appropriate to the Committee's needs.

8. Honourary members may be elected by the Committee in recognition of the services they have rendered to the Committee and of their activities in favour of its objectives. All members who have served nine consecutive years should normally be eligible. Honourary members may participate in all activities of the Committee but would not normally vote.

9. The Committee should establish a voting system appropriate to its needs. Elections for its officers should be secret and may include the use of postal or proxy ballots.

#### V. ADMINISTRATION

1. The Committee is encouraged to meet at least once each year.

2. As far as possible the meetings of the Committee shall rotate between the regions of voting members active in the Committee. However the Committees are also encouraged to organize their meetings in countries or regions which are not represented, in particular in countries in the developing world.

3. Formal reports submitted to ICOMOS shall be in both working languages of ICOMOS. The proceedings of meetings shall be conducted in one or both of the working languages according to the requirements of the members.

#### VI. FINANCING

1. The members of the Committee shall use their best efforts to obtain the funds necessary to ensure their own participation in the Committee's activities. ICOMOS is prepared to assist in seeking aid from UNESCO or other international organisations, but suggests that Committees also seek sponsorship from specialized institutions in the field.

2. National Committees shall make every effort to host and provide financial assistance for all aspects of the meetings of the International Committees.

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DRAFT

## Guidelines for education and training in the conservation of monuments, ensembles and sites / Directives pour l'éducation et la formation à la conservation des monuments, ensembles et sites



ICOMOS  
SCIENTIFIQUE

L'Assemblée générale du Conseil international des monuments et des sites (ICOMOS), réunie à Colombo (Sri Lanka) lors de sa dixième session, du 30 juillet au 7 août 1993 :

*Considérant* l'étendue de la notion du patrimoine recouvert sous l'expression *monuments, ensembles et sites*;

*Considérant* la grande diversité des actions et interventions imposées par la conservation de ce patrimoine et la nécessité de les encadrer dans une discipline commune;

*Constatant* qu'un grand nombre de professions différentes doivent collaborer dans le cadre d'une discipline commune de la conservation, ce qui nécessite une éducation et une formation adéquate en vue de garantir une bonne communication et une action coordonnée dans les interventions de conservation;

*Compte tenu* de la Charte de Venise et de la doctrine de l'ICOMOS qui en découle et considérant la nécessité d'établir un document de référence pour les organisations et institutions qui se consacrent à la formation, et de contribuer à l'élaboration ainsi qu'à la définition de normes et de critères compatibles avec les exigences culturelles et techniques particulières à chaque communauté ou région;

*Adopte* les directives suivantes, et *Recommande* leur diffusion pour information auprès des organisations, institutions et autorités concernées.

#### OBJET DES PRÉSENTES DIRECTIVES

1. L'objet de ce document est de contribuer à la définition de normes et de directives pour l'enseignement et la formation dans le domaine de la conservation des monuments, des ensembles et des sites définis comme patrimoine culturel par la Convention du patrimoine mondial de 1972. Ce patrimoine culturel comprend aussi bien les bâtiments historiques, les villes et sites historiques, que les sites archéologiques, les paysages historiques et culturels et les objets qui s'y trouvent. La question de leur conservation se pose aujourd'hui, et continuera de se poser à l'avenir, de façon cruciale.

#### CONSERVATION

2. Il est généralement admis aujourd'hui que la conservation du patrimoine constitue une partie intégrante du développement culturel et environnemental. Toute stratégie de gestion soutenable d'un changement qui se veut respectueux du patrimoine culturel impose de prendre en compte la conservation dans les objectifs économiques et sociaux contemporains, notamment dans le tourisme.

3. Le but de la conservation est de prolonger la vie du patrimoine culturel et, si possible, de clarifier les messages artistiques et culturels qu'il contient sans en altérer l'authenticité et la signification. La conservation est une activité culturelle, artistique, technique et artisanale fondée sur des études humanistes et scientifiques ainsi que sur une recherche systématique. La conservation doit donc tenir compte du contexte culturel dans lequel elle s'inscrit.

#### NECESSITÉ D'UN ENSEIGNEMENT ET D'UNE FORMATION ADAPTÉS

4. Il est nécessaire d'avoir une approche globale de notre patrimoine sur la base d'un pluralisme et d'une diversité culturels qui

The General Assembly of the International Council on Monuments and Sites, ICOMOS, meeting in Colombo, Sri Lanka, at its tenth session from July 30 to August 7, 1993;

*Considering* the breadth of the heritage encompassed within the concept of *monuments, ensembles and sites*;

*Considering* the great variety of actions and treatments required for the conservation of these heritage resources, and the necessity of a common discipline for their guidance;

*Recognizing* that many different professions need to collaborate within the common discipline of conservation in the process and require proper education and training in order to guarantee good communication and coordinated action in conservation;

*Noting* the Venice Charter and related ICOMOS doctrine, and the need to provide a reference for the institutions and bodies involved in developing training programmes, and to assist in defining and building up appropriate standards and criteria suitable to meet the specific cultural and technical requirements in each community or region;

*Adopts* the following guidelines, and *Recommends* that they be diffused for the information of appropriate institutions, organizations and authorities.

#### AIM OF THE GUIDELINES

1. The aim of this document is to promote the establishment of standards and guidelines for education and training in the conservation of monuments, groups of buildings (*ensembles*) and sites defined as cultural heritage by the World Heritage Convention of 1972. They include historic buildings, historic areas and towns, archaeological sites, and the contents therein, as well as historic and cultural landscapes. Their conservation is now, and will continue to be a matter of urgency.

#### CONSERVATION

2. Conservation of cultural heritage is now recognized as resting within the general field of environmental and cultural development. Sustainable management strategies for change which respect cultural heritage require the integration of conservation attitudes with contemporary economic and social goals including tourism.

3. The object of conservation is to prolong the life of cultural heritage and, if possible, to clarify the artistic and historical messages therein without the loss of authenticity and meaning. Conservation is a cultural, artistic, technical and craft activity based on humanistic and scientific studies and systematic research. Conservation must respect the cultural context.

#### EDUCATIONAL AND TRAINING PROGRAMMES AND COURSES

4. There is a need to develop a holistic approach to our heritage on the basis of cultural pluralism and diversity, respected by professionals, craftspeople and administrators. Conservation requires the ability to observe, analyze and synthesize. The conservationist should have a flexible yet pragmatic approach based on cultural consciousness which should penetrate all practical work, proper education and training, sound judgement and a



doivent être pris en compte par les professionnels, les artisans et les décideurs. La conservation requiert une capacité d'observation, d'analyse et de synthèse. Le professionnel de la conservation devrait avoir une approche souple et pragmatique fondée sur une conscience culturelle qui devrait se refléter dans son travail pratique, sa formation, son éducation par un jugement sain et un sens de la mesure allié à la compréhension des besoins de la communauté. De plus, le caractère interdisciplinaire de cette activité requiert de nombreuses qualifications professionnelles et artisanales.

5. Les interventions en conservation devraient être confiées seulement à des personnes compétentes pour exercer ces activités spécialisées. L'enseignement et la formation en conservation devraient former une catégorie de professionnels capables de :

- lire un monument, un ensemble ou un site et identifier sa signification symbolique, culturelle ainsi que sa fonction;
- comprendre l'histoire et la technologie des monuments, des ensembles ou des sites afin de définir leur identité, d'interpréter les résultats d'une telle recherche et de trouver les moyens adéquats de les conserver;
- comprendre le contexte et l'environnement d'un monument, d'un ensemble ou d'un site, et notamment sa relation avec d'autres bâtiments, des jardins ou des paysages;
- rechercher et analyser toutes les sources d'informations disponibles en ce qui concerne le monument, l'ensemble ou le site étudié;
- comprendre et analyser le comportement des monuments, ensembles et sites en tant que systèmes complexes;
- apprendre à faire un diagnostic sur les causes intrinsèques et extrinsèques de dégradation en vue de mettre en oeuvre les actions de sauvegarde appropriées;
- faire l'inspection d'un monument, d'un ensemble ou d'un site, rédiger des rapports accessibles aux non spécialistes, illustrés par divers moyens tels les esquisses, les relevés et les photographies;
- connaître, comprendre et appliquer les conventions et recommandations de l'Unesco, les chartes, les règlements et directives adoptés par l'ICOMOS ou d'autres organismes;
- exprimer des jugements équilibrés fondés sur des principes éthiques reconnus et s'engager à maintenir en bon état, à long terme, le patrimoine;
- savoir reconnaître à quel moment il est nécessaire de demander des conseils et définir le travail qui doit être fait par les différents spécialistes, par exemple dans le cas de peintures murales, de sculptures et d'objets à valeur artistique et historique et dans le cas d'études des matériaux et des systèmes;
- donner un avis d'expert sur les stratégies d'entretien, les politiques de gestion et le cadre d'intervention pour la protection et la préservation des sites et des monuments, de leur contenu et de leur environnement.
- établir une documentation sur les travaux exécutés, et la rendre accessible.
- travailler dans des groupes multidisciplinaires et appliquer des méthodes reconnues;
- travailler avec les habitants, les autorités responsables et les gestionnaires afin de résoudre les conflits et d'élaborer des stratégies de conservation adaptées aux besoins, capacités et ressources locales.

#### OBJECTIFS DES COURS

6. Il est nécessaire de transmettre l'esprit, la démarche et le savoir en matière de conservation à tous ceux qui interviennent directement ou indirectement sur le patrimoine culturel.

7. La pratique de la conservation est interdisciplinaire; il en résulte

sense of proportion with an understanding of the community's needs. Many professional and craft skills are involved in this interdisciplinary activity.

5. Conservation works should only be entrusted to persons competent in these specialist activities. Education and training for conservation should produce from a range of professionals, conservationists who are able to:

- read a monument, ensemble or site and identify its emotional, cultural and use significance;
- understand the history and technology of monuments, ensembles or sites in order to define their identity, plan for their conservation, and interpret the results of this research;
- understand the setting of a monument, ensemble or site, their contents and surroundings, in relation to other buildings, gardens or landscapes;
- find and absorb all available sources of information relevant to the monument, ensemble or site being studied;
- understand and analyze the behaviour of monuments, ensembles and sites as complex systems;
- diagnose intrinsic and extrinsic causes of decay as a basis for appropriate action;
- inspect and make reports intelligible to non-specialist readers of monuments, ensembles or sites, illustrated by graphic means such as sketches and photographs;
- know, understand and apply Unesco conventions and recommendations, and ICOMOS and other recognized Charters, regulations and guidelines;
- make balanced judgements based on shared ethical principles, and accept responsibility for the long-term welfare of cultural heritage;
- recognize when advice must be sought and define the areas of need of study by different specialists, e.g. wall paintings, sculpture and objects of artistic and historical value, and/or studies of materials and systems;
- give expert advice on maintenance strategies, management policies and the policy framework for environmental protection and preservation of monuments and their contents, and sites;
- document works executed and make same accessible.
- work in multi-disciplinary groups using sound methods;
- be able to work with inhabitants, administrators and planners to resolve conflicts and to develop conservation strategies appropriate to local needs, abilities and resources;

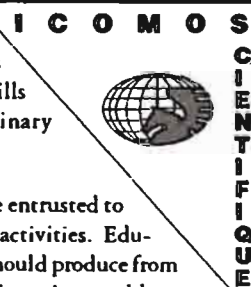
#### AIMS OF COURSES

6. There is a need to impart knowledge of conservation attitudes and approaches to all those who may have a direct or indirect impact on cultural property.

7. The practice of conservation is interdisciplinary; it therefore follows that courses should also be multidisciplinary. Professionals, including academics and specialized craftspeople, who have already received their normal qualification will need further training in order to become conservationists; equally those who seek to act competently in historic environment.

8. Conservationists should ensure that all artisans and staff working on a monument, ensemble or site respect its significance.

9. Training in disaster preparedness and in methods of mitigating damage to cultural property, by strengthening and improving



que les cours doivent également avoir un caractère pluridisciplinaire. Les professionnels, à savoir les universitaires et les artisans spécialisés, qui disposent déjà d'une qualification professionnelle, vont avoir besoin d'une formation supplémentaire afin de devenir de véritables spécialistes en conservation. Il en va de même pour ceux qui s'efforcent d'intervenir avec compétence sur l'environnement historique.

8. Les spécialistes de la conservation ont le devoir de s'assurer que tous les artisans et le personnel travaillant sur un monument, un ensemble ou un site respectent sa signification.

9. La formation aux méthodes d'intervention et de réparation des dommages aux biens culturels en cas de catastrophe, tel que le renforcement et l'amélioration des moyens de prévention des incendies et des autres mesures de sécurité, doit faire partie des programmes des cours de conservation.

10. Les métiers traditionnels constituent un patrimoine culturel de grande valeur. Les artisans qui ont déjà un niveau élevé d'habileté manuelle, devraient être formés au travail de conservation, et recevoir un enseignement portant sur les grands traits culturels de chaque époque, l'histoire de leur métier, la théorie et la pratique de la conservation, appuyée sur une documentation. De nombreuses spécialités historiques devront être répertoriées et réhabilitées.

#### ORGANISATION DE L'ENSEIGNEMENT ET DE LA FORMATION

11. Il existe plusieurs méthodes pour parvenir à mettre en place un enseignement et une formation satisfaisantes en conservation. Les variantes dépendront des traditions et des législations ainsi que du contexte administratif et économique de chaque région culturelle. Les échanges actifs d'idées et d'opinions entre les différents instituts d'un même pays et à des niveaux internationaux sur les nouvelles approches de l'éducation et de la formation devraient être encouragés. L'existence d'un réseau de collaboration formé d'individus et d'institutions est essentiel au succès de ces échanges.

12. L'enseignement et la sensibilisation à la conservation devraient débuter à l'école, se poursuivre à l'université et au-delà du parcours scolaire et universitaire. Les institutions d'enseignement jouent un rôle important en élevant les connaissances visuelles et culturelles, ce qui accroît la capacité de lire et de comprendre les éléments de notre patrimoine et donne la formation dont ont besoin les candidats à la spécialisation. L'apprentissage des techniques artisanales par le biais de stages pratiques devrait être encouragé.

13. Des cours de perfectionnement professionnel continu peuvent compléter l'éducation initiale et la formation de professionnels. Les cours à temps partiel se déroulant sur une longue durée constituent une méthode efficace pour l'enseignement de haut niveau. Ils sont très utiles notamment dans les très grandes villes. Des cours de brève durée peuvent aussi contribuer à élargir les modes de pensée, mais ils ne sauraient transmettre les techniques ou une compréhension profonde de la conservation. Ils peuvent aider à l'introduction des concepts et techniques de conservation dans la gestion de l'environnement bâti et naturel et des objets qui s'y trouvent.

14. Les participants à ces cours spécialisés devraient être d'un niveau élevé, avoir en principe reçu une éducation et une formation appropriées et disposer d'une expérience professionnelle pratique. Les cours pour spécialistes devraient être pluridisciplinaires avec des matières de base pour tous les par-

fire prevention and other security measures, should be included in courses.

10. Traditional crafts are a valuable cultural resource. Craftspeople, already with high level manual skills, should be further trained for conservation work with instruction in the history of their craft, historic details and practices, and the theory of conservation with the need for documentation. Many historic skills will have to be recorded and revived.

#### ORGANIZATION OF EDUCATION AND TRAINING

11. Many satisfactory methods of achieving the required education and training are possible. Variations will depend on traditions and legislation, as well as on administrative and economic context of each cultural region. The active exchange of ideas and opinions on new approaches to education and training between national institutes and at international levels should be encouraged. Collaborative network of individuals and institutions is essential to the success of this exchange.

12. Education and sensitization for conservation should begin in schools and continue in universities and beyond. These institutions have an important role in raising visual and cultural awareness - improving ability to read and understand the elements of our cultural heritage - and giving the cultural preparation needed by candidates for specialist education and training. Practical hands-on training in craft work should be encouraged.

13. Courses for continuing professional development can enlarge on the initial education and training of professionals. Long-term, part-time courses are a valuable method for advanced teaching, and useful in major population centres. Short courses can enlarge attitudes, but cannot teach skills or impart profound understanding of conservation. They can help introduce concepts and techniques of conservation in the management of the built and natural environment and the objects within it.

14. Participants in specialist courses should be of a high calibre normally having had appropriate education and training and practical working experience. Specialist courses should be multidisciplinary with core subjects for all participants, and optional subjects to extend capacities and/or to fill the gaps in previous education and training. To complete the education and training of a conservationist an internship is recommended to give practical experience.

15. Every country or regional group should be encouraged to develop at least one comprehensively organized institute giving education and training and specialist courses. It may take decades to establish a fully competent conservation service. Special short-term measures may therefore be required, including the grafting of new initiatives onto existing programmes in order to lead to fully developed new programmes. National, regional and international exchange of teachers, experts and students should be encouraged. Regular evaluation of conservation training programmes by peers is a necessity.

#### RESOURCES

16. Resources needed for specialist courses may include e.g. a) an adequate number of participants of required level ideally in the range of 15 to 25;

b) a full-time coordinator with sufficient administrative support;

c) instructors with sound theoretical knowledge and practical

pants et des matières à options pour développer les aptitudes et/ou combler les vides dans l'éducation et la formation reçue auparavant. Pour compléter l'éducation et la formation du professionnel de la conservation, un stage est recommandé pour donner une expérience pratique.

**15.** Chaque pays ou chaque région devrait être encouragé à créer au moins un institut à vocation large, destiné à délivrer une éducation, une formation et des cours spécialisés. Il peut falloir plusieurs décennies pour mettre en place un centre de conservation pleinement compétent. C'est pourquoi des mesures à court terme sont nécessaires, notamment celles qui consistent à prendre l'initiative de développer des programmes entièrement nouveaux à partir des programmes existants. Les échanges d'enseignants, d'experts et d'étudiants au niveau national, régional et international devraient être encouragés. L'évaluation périodique des programmes de formation par les professionnels de la conservation est une nécessité absolue.

#### RESSOURCES

**16.** Les moyens nécessaires à la mise en place de ces cours spécialisés peuvent s'analyser ainsi:

- a) un nombre adéquat de participants du niveau requis - une fourchette de 15 à 25 constituant la situation idéale;
- b) un coordonnateur à plein-temps, avec un soutien administratif suffisant;
- c) des enseignants avec de bonnes connaissances théoriques, une expérience pratique de la conservation et une bonne pédagogie;
- d) des équipements complets, avec une salle de conférence, du matériel audio-visuel, vidéo, etc., des studios, des laboratoires, des ateliers, des salles de réunion et des bureaux pour le personnel;
- e) Un centre de documentation et une bibliothèque offrant les ouvrages de référence, des facilités pour une recherche systématique, et un accès aux réseaux informatisés;
- f) un éventail de monuments, ensembles et sites accessibles à proximité.

**17.** La conservation des biens culturels ne peut se faire sans une documentation permettant la compréhension des monuments, des ensembles ou des sites et de leur contexte spécifique et signification. Chaque pays devrait avoir un institut de recherches et d'archivage pour répertorier son patrimoine culturel et tous les travaux de conservation relatifs à ce patrimoine. Les cours devraient fonctionner en coopération avec ces instituts.

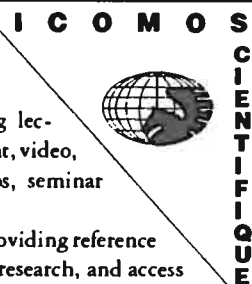
**18.** Les frais d'inscription ou de scolarité pour des participants déjà en milieu de carrière, exerçant des responsabilités, peuvent nécessiter des financements spéciaux.

experience in conservation and teaching ability;

- d) fully equipped facilities including lecture space with audio-visual equipment, video, etc., studios, laboratories, workshops, seminar rooms, and staff offices;
- e) library and documentation centre providing reference collections, facilities for coordinated research, and access to computerized information networks;
- f) a range of monuments, ensembles and sites within a reasonable radius.

**17.** Conservation depends upon documentation adequate for understanding of monuments, ensembles or sites and their respective settings. Each country should have an institute for research and archive for recording its cultural heritage and all conservation works related thereto. The course should work within the archive responsibilities identified at the national level.

**18.** Funding for teaching fees and subsistence may need special arrangements for mid-career participants as they may already have personal responsibilities.



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## 14. Inaugural Lighting of the Oil Lamp





Lighting of the Individual Lamps



World Heritage Exhibition



## 15. Statement President, ICOMOS

*Dr. Roland Silva.*

Ven Sirs, His Excellency the President of Sri Lanka  
the Hon. Prime Minister, Hon. Minister,  
Distinguished Delegates,

Their Excellencies of the Diplomatic Corps, and Wellwishers,

This is a historic occasion, for it is the first time ever that the International Council on Monuments and Sites that was established in 1965 has found it appropriate to hold its triennial General Assembly in the continent of Asia and Oceanic. We are happy to note that our brother colleagues of the Asian and Oceanic region are fully represented to welcome our distant professionals from the Atlantic.

This day is the culmination of a nine year effort, where Sri Lanka together with a number of brother states outside Europe, raised a single cry in Rostock and Dresden at the 7th General Assembly in 1984, that ICOMOS should be truly universal. This meant more than the sentiment of moving places in a geographical context. It meant that the world body of ICOMOS should spiritually and materially extend its areas of interest and indulgence to the four corners of the globe. This is why we are proud to note, that in the past three years, ICOMOS has concentrated its efforts to spread the message of this professional body to the Asian and Oceanic region. We have here to congratulate our brother colleagues of the United States of America and

specially the Getty Foundation for their foresight and wisdom. They have for three long years campaigned hard to bring together the heads of the Institutions covering Monuments and Sites of Asia and the Pacific to a meeting, initially in Hawaii, to spread the message of conservation and professionalism in that discipline. Australia assisted totally in this campaign effort in their meeting in Sydney in November 1992. They repeated this exercise of Hawaii in a modest way, and now the Getty Foundation has continued to underline this need and has coincided their review programme with the 10th General Assembly in Colombo. The results of such activity carried out by the Vice President and other membership with new associates from China, Indonesia, Pakistan, Phillipines and Thailand. This is more than a third of the world in population and therefore, more than a third of the cultural heritage of mankind. These reasons alone provide us with due satisfaction that a common code of preservation in the architectural heritage of mankind is now more assured than it was three years previously.

This initial recruitment of nations

to ideologies alone is insufficient. The professionals should be free and dynamic to go forward in consolidating further the refinements of the ideals of good conservation practice. It is for this reason that 14 International Committees exist at present in ICOMOS. They are the frontline researchers of the organization. They are, indeed, the pace-setters to such disciplines as training, legislation, economics of conservation, management of archaeological heritage, investigations into the cultural heritage underwater, conservation practice covering timber, stone and earthen structures, the scientific handling of rock and mural art, stained glass and utilizing advanced documentation techniques as photogrammetry and even the Urban and Rural fabric, Gardens and Landscapes, Vernacular Architecture and Cultural Tourism. These disciplines will continue to expand and enlarge and produce research of these fourteen institutions and we are proud to record that the Chairmen of these International Scientific Committees will, at the end of the day, present to our Chief Guest the collected research of the past 5, 10 and 15 years. These volumes will, no doubt, stand in good stead for the postgraduate youngsters following closely the foot steps of their academic parents.

Ven. Sirs, Your Excellencies, Ladies and Gentlemen, there is an area of sadness in the custodianship of monuments and sites. As much as we have attempted to spread the message of the preservation of the patrimony of our forefathers, there is

sometimes the evil in man that surfaces and dominates sanity. We have seen the repetition of sad wars on a world scale or at national levels. We have seen the fall of our limited heritage to eternal dust and the ashes of time. As much as the sensibility of man and woman needs to be enhanced, we have also to provide for mental situations at an individual or at times at National and regional levels. It is this area of emergency action that has been the least efficient in terms of international intervention and for this reason, it is indeed, the area that ICOMOS wishes to focus more than serious attention to, during the next triennial and after. If "Red Cross" radiated out of land locked Switzerland, we have a pioneer movement of a "Blue Shield" ready to sail out of the Hague and Holland. The expansion of the ideals of the "Hague Convention on Armed Conflict" will surely bring the world of "Insanity" to "Sanity" and "Preservation" made to replace "Reconstruction". These are areas where action is imminent and foreseen.

Ven Sirs, Your Excellencies, Ladies and gentlemen, the concept of life in the history of a nation and the achievements of a people, are characteristics that constitute the common fabric of any society, whether it is in the frozen Arctic or in the blistering Tropics. In other words, the love of man to the study of his past is an inherent appetite of every man. Whether we like it or not, this hunger should be satisfied and the thirst adequately quenched. We professionals in the preservation of the monumental heritage of



mankind are the cooks and the connoisseurs creating the taste for such starving citizens of the world. It is thus our duty, on the one hand, to prepare our food with savour and appetite and on the other, to culture the world for better taste and the appreciation of such a spirited diet. The mundane and down-to earth pragmatism to such a thought, extends from the teaching of teachers in good conservation practice; as well as alleviating the public at every level of human strata, to the appreciation and understanding of the cultural heritage of monuments and sites. The 21st century will soon move into a phase where the work hours of man will be compressed to a 3- day week from a 5-day situation. Thus four full days of leisure time has to be adequately provided for extensions of interest particularly in the field of culture and the finer arts. It is here that the professionals of architectural conservation will need to extend its imaginative muscle out and wide, to cope with every age group of human interest. These are tasks in training, education and extension service, which the profession of conservators of monuments will have to address itself to, in the years to come.

Ven. Sirs, Your Excellencies, Ladies and Gentlemen, we have in some ways, spelt out the broad areas of interest in making this organization of ICOMOS fully universal. At the same time, we have underlined the need for professional alertness to sharpen the tools of our trade and the sensitivity with which these should be applied. Finally, we have indicated the scope of our

professional application within the fabric of human society. We have also stated the fact of a growing need of society that will want more and more the services of this professional group. With these thoughts focused at this 10th gathering of the general body, we are confident that the one hundred or more presentations of scientific and cultural material that will be deliberated upon in the next week or more will prove to be the much needed food for thought and digestion, in closing our accounts and formulating our future for yet another century in this vital end decade of the 20th century.

We would also take this opportunity to say how grateful we are to His Excellency the President of Sri Lanka, the Hon. Prime Minister of this country, the Hon. Ministers of this Island who are committed scholars and lovers of art and culture in being present on this occasion to welcome the intellectuals of the world in the area of monuments and sites. If we were to speak as a Sri Lankan, we would offer a very big welcome to these splendid scholars that have braved the span of space and come in numbers to perhaps the largest gathering of ICOMOS in three decades of active participation. Sri Lanka is honoured with your presence and we welcome you from the very bottom of our hearts.

Thank you.

## 16. Statement, Secretary General, ICOMOS

*Herb Stovel*

Your Excellency the President of Sri Lanka,  
Honourable Ministers,  
Members of the General Assembly, Colleagues, Friends,  
Ladies and Gentlemen;

Those of you who were here this morning have had a very long and altogether too serious presentation from me already today, so I do not propose to repeat it, either in tone or in length. What I would like to do is to focus on just one theme, a theme that our President, Dr. Roland Silva, alluded to in his opening remarks.

As he noted when he began, this is the first time that ICOMOS has held a General Assembly in Asia. This is, in fact, the first time that ICOMOS has held a General Assembly outside of the Western world. I think it is important to reflect on this, more than in terms of numbers or movement, and to look at some of the underlying principles that allow us to acknowledge the significance of this moment. This meeting essentially provides ICOMOS a means to realise a long held ambition to establish a truly global presence in this world, to establish a truly global domain of influence in the world of conservation.

But the meeting also provides recognition that the most appropriate way to achieve this presence, the most appropriate way to achieve this influence is to be here in Asia - to be

here in one of the regions outside of Europe, where ICOMOS was founded. The meeting provides recognition that it is not enough in becoming a global organisation to invite those in other regions to come to Europe, but to ensure that the organisation moves its meetings to other regions, to ensure contact with other regions, within their territories.

This brings us to reflect on the universal ideals, the universal nature of the organisation, of ICOMOS - those ideals which underlie the global importance, the global presence we are seeking to achieve.

What are those underlying universal principles ?. Why is it important that this organisation try to work within a global frame work ?.

This is a preoccupation we have been dealing with in our discussions several times this week, in the Advisory Committee and in the Executive Committee. We have been asking ourselves how we could strengthen the importance of regional expression and regional contributions inside ICOMOS, while at the same time not diminishing the organisation's universal qualities, its universal nature, its universal essence.

Well, what is that essence ?. What is it about ICOMOS and its activities that draws out of each one of us, a response that brings us together in common cause ?.

Does the Venice Charter have anything to say about this ?.

The Venice Charter is not really an ICOMOS document, not in the sense that ICOMOS created it. But it is our seminal doctrinal text, one that we have become custodians of, one which has generated a strong family of related documents.

What does this Charter have to do with our universal nature ?. I ask this question because in recent years, it has become fashionable for us to criticize this text - to consider it unsuitable for application outside of Europe, where it was born, or to consider it unsuitable for application to other types of heritage than the monumental.

In many ways these criticisms are valid, if one focuses on the letter of the Charter rather than the spirit that lies behind it. I think, however, that if we take the time to examine that spirit, we will begin to discover that there are certain fundamental universal ideals built within the Charter that continue to get through to those who use it. And irrespective of the intentions of the writers - and one of the writers [Raymond Lemaire] is to follow me to this podium, so he may choose to add his own comments to my reflections - and irrespective of the text itself, for me, this Charter promotes respect for cultural values, for the values that are embodied in the physical elements of our cultural heritage, respect for cultural values that belong

to people and places. This is a fundamental idea, an idea fundamentally important for us and for many other organisations.

The Venice Charter does not actually use these words. Nevertheless, I believe that in essence it promotes this fundamental ideal of respect. It holds out for us a belief in ideals that are beyond the precise wordings of its own articles. In some future generation, in some as yet unstated form, in some as yet undefined but almost palpable collection of universal principles, we will be able to more fully, more clearly realise the respect for cultural values we seek to achieve in all the projects we do, in all the work we carry out. We will not necessarily seek to apply that document literally; but we will seek to prove the why, and to define starting points for debates in search of these universal ideals, in seeking to define what it is that our activities are meant to support, and that conservators are meant to respect.

To summarise, I would like to try and bring my comments back to where I began, back to the importance of ICOMOS in this General Assembly coming to Asia. In this General Assembly, ICOMOS visitors will gain direct contact with the forms of cultural expression and the conservation capacities of those who are here in Sri Lanka. Through this contact comes understanding. From this understanding comes respect. It is a very simple trilogy; contact, understanding, respect. But I think, nevertheless, it commands a certain amount of logic; and clearly this trilogy, this logic, will not stand

without each one of the three parts being in place.

The key point which I would like to make is that we, the members of ICOMOS, the members of the General Assembly, owe a great debt to the Sri Lankan National Committee and to all those within the Government of Sri Lanka and to all their friends, colleagues and associates who have supported this venture, who have allowed us to come closer to the kind of respect we need to achieve in our work, through direct contact, through understanding and through our presence in this country. Remember; this is the first time we have been outside the Western world in the almost 30 years of our existence. I think we all are in debt for the extraordinary efforts that have brought us here.

Thank You.



## 17. Statement Senior-Most Past President Message de l'Ancien Président d'ICOMOS

*Professeur Raymond Lemaire*

"Your Excellency, as my English is rather poor and what I want to tell you comes from the depth of my heart, with your permission I am going to say it in the second language of ICOMOS, in French.

Monsieur le Président de la République, votre présence parmi nous à cette Assemblée Générale revêt une signification d'une importance unique et exceptionnelle. La tâche de la conservation du patrimoine monumental est une tâche journalière souvent difficile et dure, et qui, dans bien des cas, ne réussit que si que pour autant que nous ayons le support des plus hautes autorités morales et politiques des pays. Le fait que Votre Excellence soit des nôtres aujourd'hui, prouve à la fois votre très grand intérêt pour la sauvegarde de ce patrimoine qui est si riche dans ce beau pays du Sri Lanka, mais elle démontre également que si ce pays a pu faire de très grands efforts pour conserver son patrimoine qui est aussi celui de l'humanité toute entière, c'est incontestablement parce que vous même, Excellence, vous donnez à cette action votre support, et que votre autorité sert également à préserver ce patrimoine. Monsieur le Président, Monsieur le Ministre, Excellence, Mesdames, Messieurs, je crois que, en premier lieu, je

peux dire en votre nom combien nous sommes tous heureux de nous trouver dans ce pays, dont la vice-présidente de la 9ème Conférence Générale nous disait ce matin en nous citant un auteur dont j'ai oublié le nom, que c'était incontestablement un des rares coins de paradis du monde, et lorsque nous ouvrons nos yeux sur ce qui nous entoure, sur la beauté du paysage, sur la splendeur des fleurs, sur la monumentalité des arbres, sur la beauté de la production culturelle, et qu'en même temps nous la voyons animée par cette extrême gentillesse, par cet accueil tellement chaleureux, par la grâce, par le sourire, qui marquent la population de ce pays, et bien incontestablement nous avons l'impression d'être pour quelques jours dans l'un des rares morceaux de paradis de cet univers, et cela mérite, je crois, de notre part, la plus grande reconnaissance et je voudrais ici, en votre nom, en témoigner à la fois à Monsieur le Président de la République, à Monsieur le Ministre de la Culture, et à toutes les autres autorités qui ont certainement contribué très largement à ce que nous puissions être dans ce pays aujourd'hui. Etre dans un pays veut aussi dire que nous devons nous en montrer digne et nous en montrer digne ça veut dire dans notre cas bien précis, faire avancer cette

mission importante pour les générations qui viennent, de préserver ce morceau essentiel de la mémoire de l'humanité qu'est le patrimoine monumental. Je suis convaincu que tout crime contre la mémoire des hommes est un crime contre l'humanité, car la mémoire est la nourriture fondamentale de l'intelligence et de l'imagination et nous savons combien notre génération, celles qui nous ont précédé mais certainement encore d'avantage celles qui vont suivre, auront besoin de toute la mémoire que l'humanité peut lui léguer pour sortir des très grands problèmes et des très grands défis qui sont ceux des générations futures, et bien sûr, à ce moment là et dans ce cadre, se pose le problème de l'avenir de notre organisation. Se pose aussi la recherche de la question "l'ICOMOS a-t-elle encore une signification aujourd'hui?" Aujourd'hui, c'est à dire exactement 30 années après que, sous la conduite du regretté Président Gazzola, quelques amis préparant le Congrès de Venise avaient décidé de mettre au programme 2 faits qui ont incontestablement marqué toute l'évolution de la conservation du patrimoine mondial durant ce dernier tiers de siècle. C'était d'une part, d'essayer de faire adopter une Charte pour la conservation du patrimoine, et c'est devenu vous le savez, la Charte de Venise, et d'autre part de créer une organisation dans laquelle les professionnels de toutes disciplines qui sont en charge et sont concernés par la sauvegarde du patrimoine monumental se réunissent régulièrement pour échanger leurs expériences, pour coordonner la recherche, pour promouvoir cette recherche, et dans une collaboration universelle et amicale, à faire progresser les méthodes, les techniques, les objectifs mais aussi la volonté

de préserver le patrimoine architectural et urbain de tous les continents. Il est certain que si il y a 30 ans la question "faut-il un ICOMOS?" devait recevoir une réponse positive, et le fait que nous soyons aujourd'hui 78 pays, la moitié des pays associés aux Nations Unies qui sont membres de notre organisation, que nous avons 5000 membres montre que la réponse à l'époque, en effet, était positive. Mais l'est elle encore en ce moment? Je vous dirais que je suis convaincu que non seulement elle l'est encore, mais que l'ICOMOS est plus nécessaire aujourd'hui qu'il ne l'était en 1963. Et tout d'abord parce que depuis lors, nous assistons dans beaucoup de pays à une évolution considérable de la population face à son patrimoine, face à la qualité de son environnement, qualité qui est faite non seulement de phénomènes physiques, mais également de phénomènes qui touchent d'avantage à l'esprit et à la sensibilité et dans lesquels certainement la présence physique de l'histoire, la présence physique du passé d'une culture, dans le cadre de la culture contemporaine, dans le cadre de la vie quotidienne, constitue un facteur tout à fait essentiel. Deuxièmement, il est certain que ce patrimoine continue à courir des dangers considérables. Des dangers considérables qui sont le fait même de l'évolution de l'humanité, qui sont le résultat de ses besoins de développement, qui sont le résultat de l'extraordinaire accroissement de la population du monde et de sa concentration dans des centres urbains de plus en plus grands, et dans l'adaptation de cet environnement, il est évident que le conflit entre hier et aujourd'hui, entre le passé et l'avenir, est un conflit qui est difficile à résoudre et qui est certainement l'un des conflits les plus essentiels auquel la communauté que

nous constituons doit répondre en offrant l'assistance aux autorités qui doivent à cet égard prendre des décisions fondamentales. Nous avons besoin de l'ICOMOS parce que nous avons besoin de nous connaître, nous avons besoin de nous rencontrer, pour échanger nos expériences, pour profiter de la connaissance des autres, pour contribuer à un travail commun qui soit plus efficace, nous avons besoin de l'ICOMOS aussi pour cultiver notre amitié et, je vous demande pardon parce que à chaque Conférence Générale je reprends le même thème, si l'ICOMOS est une union de professionnels pour des objectifs professionnels, l'ICOMOS est aussi, tout autant, pour la réussite de ces objectifs professionnels. C'est une organisation qui contribue à créer l'amitié, la confiance, le respect entre tous les spécialistes qui viennent de toutes ces cultures des 5 continents de près de 80 pays, et qui, pour pouvoir mieux se comprendre, doivent aussi se connaître et s'aimer, et c'est, je crois, dans le cadre de cette amitié, dans le cadre de ce respect ; de ce respect surtout pour l'identité culturelle de chacun de nous, ces différences de cultures qui sont la richesse de l'humanité et qui sont la base de son développement future ; c'est dans le cadre de ce sentiment là que, mes amis, je vous convie à continuer à cultiver l'amitié qui nous unie depuis si longtemps et je suis convaincu, nous en profiterons mais aussi notre patrimoine nous en sera gré. Je vous remercie"

## 18. Statement : President 10th General Assembly

*Prof. Senake Bandaranayake*

Your Excellency the President,  
Honourable Ministers,  
Distinguished Members of the Executive Committee of ICOMOS,  
Your Excellencies of the Diplomatic Corps,  
Distinguished Delegates, Ladies and Gentlemen, and Friends;

It is with the greatest of pleasure, on behalf of the Sri Lankan National Committee of ICOMOS and the National Organizing Committee of ICOMOS, that I welcome you to the 10th General Assembly of the International Council of Monuments and Sites.

ICOMOS - Sri Lanka considers it a great privilege and a high honour to host the first meeting in Asia of the general body of ICOMOS. It is indeed a historic occasion marking an important symbolic step in the global expansion and the philosophical and technical development of the world body that brings together professionals and specialists involved in the conservation of monuments and sites.

All cultures and civilizations have their own appraisal of the past. It is a universal phenomenon that peoples and communities everywhere in the world are deeply attached to styles, practices, artifacts, monuments and landscapes, which they have inherited from previous generations and which constitute some of the vital elements of their identity and their contemporary culture.

ICOMOS represents the consensus of such concerns, re-formulated in

the context of modern conditions and in terms of contemporary values and practices. The countries and peoples of Asia have a long history of the veneration of ancient places and the protection and restoration of ancient monuments and artifacts and bring together the specificity of their experience. It also has a new range of problems to present to the world movement for conservation, as much as societies in Asia have a great deal to learn from those who pioneered the modern conservation movement.

Conservation, we might say is a discourse, a dialogue as much between conservators and conservators, or as between conservators and monuments, or for that matter between conservators and the community. ICOMOS is one of the major arenas where that discourse takes place. The presence of ICOMOS in Asia, is a crucial expansion of that theatre of dialogue and action.

Sri Lanka is one of the smallest and I might say, poorest countries of Asia. And like every body else, we have our problems of economy, society and modernisation. But we also have a rich historical fabric. A wealth of monuments, sites and



historic landscapes, and a deep and intense commitment to conservation.

Your Excellency, we are greatly privileged and honoured by your presence here today. It is an expression of the importance which the Government of Sri Lanka has always placed on the care of our ancient fabric and our ancient monuments and sites.

The important policy decisions that successive administrations have made, and your own personal and official commitment to the broadening and deepening of that work, have been a critical factor in the outstanding role that conservation plays in contemporary Sri Lankan culture.

It is this national commitment that also enables Sri Lanka to play same small, but may I say, not insignificant role at an international level. It is this same commitment that has contributed to Colombo becoming the venue for this historic meeting - the historic First General Assembly of ICOMOS in Asia. As much as the choice, three years ago in Lausanne of our colleague Dr. Roland Silva as the President of ICOMOS was a result first of his own achievement and dynamism in this field, as of the stage that was available in Sri Lanka for the development of such national endeavours.

Sri Lanka has stood by its commitments made at the 8th General Assembly in Washington and the 9th General Assembly in Lausanne, the commitment to expand the scope of ICOMOS in Asia. As we heard this morning, we have played some role in China,

Indonesia, Pakistan the Phillipines and Thailand joining ICOMOS in recent times.

Your Excellency, our work has been profoundly encouraged by your sustained interest and contribution to it. For many years Sir, as Chairman of the Central Cultural Fund, you have played a vital day to day role in guiding the affairs of the "Cultural Triangle" programme. Together with the principle guardian of our ancient monuments and sites, the National Department of Archaeology, whose responsibilities and scope have been increased so substantially in recent years, the Universities of this country and many of its archaeologists and architects have been brought in, to widen and deepen the conservation programmes of this country, by the policies founded under your Chairmanship of the Central Cultural Fund.

May I invite you Sir to address this distinguished audience, not only as the Head of State of Sri Lanka, but as one of this country's policy makers who have played a critically important role in ICOMOS's areas of specialisation.

Distinguished Guests, Ladies and Gentlemen, may I present to you His Excellency the President, Mr. D.B. Wijetunga.

## 19. Address, President of Sri Lanka.

Their Excellencies,  
Distinguished Professionals of  
Monuments and Sites,  
Ladies and Gentlemen,

Sri Lanka is most proud to welcome this August Assembly of Professionals covering Monuments and Sites from the distant corners of the globe. Sri Lanka has been honoured by your presence for it is the first time ever that this Professional Body has sailed across the seas from the North Atlantic to the Indian Ocean and Asia. It is for this reason that I specially welcome my brother colleagues of the continents of Asia and Oceania to join hands with Sri Lanka in welcoming these visiting professionals.

We citizens of the world have educated ourselves to respect the discoveries, inventions and enterprises that are innovated by individuals, nations and international organizations, if they are meant for mankind and to service the world. ICOMOS is such an organization that originated around the Mediterranean and was nurtured in that region. I am glad that this institution, focusing its interest on the heritage of mankind, has found sympathy and an invitation to see its message spread far and wide well beyond the Mediterranean frontiers. I am told that this organization that commenced in 1965

under the sponsorship of UNESCO, moved across the Atlantic to capture the minds of the American people and now this tidal wave is on its onward path towards Asia and Oceania. I have also been informed that important nations like Pakistan, Philippines Indonesia, and Thailand have joined this worthy institution for the safeguarding of the heritage of mankind. I am equally proud to note that one of the elder parents of Asian culture, that is still not a member of ICOMOS, has sent a five member delegation to observe with intentions to join this organization, namely, China. The first countries of Asia and Oceania that valued the work of ICOMOS and spread the message in this region were Australia, India, Japan, New Zealand, North Korea and Sri Lanka. I thank them for these pioneering efforts. I have also been informed that a committed cultural body the Getty Foundation has pioneered a champion effort to win the interest of Asian natives to the cause and purpose of ICOMOS. I congratulate all these institutions and the mother body, ICOMOS, for they have spelt out the noble objectives of the organization. These to my mind are

of universal value, towards which, the founder father of ICOMOS has roused the world. The aims and objectives of ICOMOS are spelt out as follows:-

"An organization that works to promote the application of theory, methodology and scientific techniques for the conservation of Architectural Heritage".

This briefly, Ladies and Gentlemen, if interpreted in its totality is, indeed, the very heritage of every nation in every corner of the world, covering the full span of time. What a noble thought! what a noble objective! what a noble organization!

It is for this reason that I felt sympathetically with the theme that my late predecessor had selected to be the title of my address to your organization, namely, "Environmental Preservation and Cultural Development, the Hallmark of Social and Economic Growth of Mankind in the 21st Century".

Man and his economic development has been moving so fast in the second half of the 20th Century that one even felt nervous about the speed of human growth specially when he was moving in the direction of outer space and in quest of the universe. This trend, in the fourth quarter of the 20th Century, was fortunately moderated, away from a competitive standpoint. I am equally overjoyed by the thought that the world has moved well away from a cold war of growing military arsenals. Now the only war facing mankind is their battle against poverty. The reassurances of the economic base of a free market,

spells out the direction of investment and the assurance of growth. This is why, I believe, that environmental preservation and cultural development will remain the main objective of man and mankind, as we approach the dawn of the 21st century. We are more than convinced that these two end objectives will prove to be the hallmark of the present social and economic growth of mankind as we step out of the 20th century. It is also for the same reason that I am encouraged to address a noble foundation of your calibre, where your aims and objectives are committed to provide for environmental preservation and to the safeguarding of the human heritage.

Ladies and Gentlemen, in delving into these noble ideals and objectives, there have been a few thoughts that have crossed my mind from a pragmatic point of view. To me the unit of society is first, man, and then monuments, and thereafter, mountains. Therefore, this sense of priority for the interests of man, monuments and mountains must be guarded and not be forgotten. It is for this reason that the noble leader of 2,500 years ago, the Buddha, when asked by his Chief Disciple, Ananda, "to whom should a stupa (monument) be built", the Buddha was silent and when pressed for the third time, the Buddha replied, "for a king or a noble leader" and he quickly added, "if stupas (monuments) were built for all, where is the living going to live". These words of wisdom, although 2,500 years old, have still a message for us today. As professionals you

have to balance your sentiments with the wants of society on the premise that man is of prime consideration. The commitment and the joy of man to save monuments are, indeed, themselves a need of man and if this be the demand of man, then you have more than a cause for preservation and protection. The same is true for mountains and the nature-made heritage of the universe.

We are fortunate that Sri Lanka has been blessed by nature in that it has been situated in the way of man and his movements across the seas. The geographical location of Sri Lanka is such that it stands at the southern-most point of mainland Asia and longitudinally half way between the British Isles and Japan. At the same time, we do know that there were the two big empires in the world in ancient times namely, the Roman and the Chinese. If there were any maritime contacts between these two destinations, such communication had to be carried out via Sri Lanka. Consequently, Sri Lanka was an inevitable staging post for trade and commerce. The 4th Century B.C. city plan of the capital of Anuradhapura of this country records not only the fortifications of the town, but also identifies the zoning and the areas allocated to the different communities. It identifies the area set apart for the Yonas or the Greek Ionians. The ancient chronicles even refer to a shrine built to the "queen of the west." Cosmos Indicopoluestus in the 6th Century A.D. mentions a community of Coptic Christians living at Anuradhapura with a chaplain to minister to them. The same writer

mentions Sri Lanka as the "Great Emporium" or the place of barter of goods that arrived both from the east and the west. These references clearly highlight the part that Sri Lanka played in trade and commerce in the years before and after Christ. Such trade was to Sri Lanka's gain. Thereby, the kings of this country that controlled such trade, benefited greatly from the taxes they gathered as port dues and customs duty. An inscription of the 2nd Century A.D. found at the mouth of the largest river flowing to the south of Sri Lanka states clearly that customs duties were collected here. Recently, a massive hoard of nearly 25,000 Roman coins were found further up the same river establishing the truth of such trade links. Therefore, it was money from trade and commerce that helped the monarchs of this country to build edifices like the stupas of Anuradhapura that towered nearly 400 feet into the sky. These monuments which you will, no doubt, see on your visit to this country are the tallest brick edifices of the 'ancient world. They are only second in stature to the pyramids of Egypt. It is for this reason that your institution has found it worthy to declare such monuments as being part of the heritage of mankind.

Ladies and Gentlemen, I would like to underline one more thought that has crossed my mind; I am a simple peasant from a simple village in a simple country. To my understanding, culture and my heritage is my village, my surroundings and the shrine at which I worship. It is where I was born and it is where my ashes will finally rest.



This is, indeed, my culture and my heritage. I as a simple peasant, wish to place before you, the Professionals of the Heritage of Man a kindred thought, that man lives not only in palaces but in peasant huts as well; that gods and devas not only live in massive monuments but in the simple village shirnes as well. If this noble institution is groomed to protect and safeguard the full heritage of mankind, please pay equal respect to the rich and the poor, the magnificent and the simple and please cover the full length and breadth of the world from pole to pole and east to west. Let your organisation be universal not only in word, but more in deed and even more in fact.

Ladies and Gentlemen, as the President of this country, may I welcome you to this peasant land of simple people. If we have no material riches to endow upon you, we at least have a spiritual welcome in a smile that is deep and spirited. Please accept it, for it comes from the very bottom of our hearts. Please enjoy your stay and be free to express and exchange the views noble to your profession. I wish your General Assembly every success and I have great pleasure to declare it open.

Thank you.

"Environmental Preservation and Cultural Development, the Hallmark of Social and Economic Growth of Mankind in the 21st Century"

Address of His Excellency the President

D.B. Wijetunge to the International Council on Monuments and Sites at the inauguration of the Tenth General Assembly in Sri Lanka - 30th July 1993.

## 20. Gazzola Prize and Honorary Members

*András Román*

Your Excellency the President of the Republic of Sri Lanka  
President of the General Assembly,  
Ladies and Gentlemen,

In 1981 the Executive Committee of ICOMOS created a prize to be awarded to a person for the most outstanding achievement in monument restoration activities. The importance of the prize is underlined by the fact that it is given only once every three years to one expert at the General Assembly of ICOMOS.

Considering the importance of the prize, the Executive Committee decided to give it the name of Piero Gazzola, the founder of ICOMOS. He is still the greatest personality in our day, being a remarkable monument restorer.

The statutes covering the Gazzola Prize define that at each General Assembly, a five member jury will decide the person to whom the prize is to be awarded.

In November 1992 in Sydney. I was honoured by the Executive Committee being elected as the President of the jury. The members of the jury were Mr. Albert Gonzales Pozo of Mexico, Mr. Jan Hengereld Netherlands, Mr. Nimal de Silva from Sri Lanka and Mrs. Ann Webster Smith from the United States. Our unanimous decision was to award this triennial Gazzola Prize to Sir Bernard Fielden from the

United Kingdom.

Sir Bernard has enjoyed a long and distinguished career as head of an architectural firm, an engineer, and a preservation and conservation consultant. His many contributions to conservation in Britain and in particular his work at historic cathedrals has been outstanding and widely recognised. Internationally, he has made a profound impact on people and projects in many parts of the world.

With over two decades in private practice, Sir Bernard turned his attention in 1977 to the problems of international conservation training. Sir Bernard was the Director of ICCROM in Rome from 1977 until 1981. In ICOMOS Sir Bernard has had a long and distinguished record of service as a Member, Chairman and President of ICOMOS - UK. Having been a member for many years, he served as Chairman from 1981 till 1987, a key period in the development of ICOMOS - UK. Since becoming the president in 1987, he continued to give his time and knowledge generously. Sir Bernard has shared his experience and wisdom with others through a number of publications to his credit.

He has been the recipient of a number of honours both in Britain and the world. This includes the Europa Nostra Silver medal for his conservation scheme and the Aga Khan award for the restoration of the painted Dome of the Al Agra mosque. He has been made an honorary fellow of the American Institute of Architects. Queen Elizabeth Knighted him in 1985 in recognition of his work. He was elected Honorary member of ICOMOS in 1990.

I invite, with due respect, Mr. Piero Gazzola's daughter Mrs. Pia Gazzola to decorate Sir Bernard with the medal and the diploma.

Ladies and Gentlemen, the same jury was also given the task to make proposals for the new honorary members of ICOMOS

We propose, with a unanimous vote to elect the following honorary members

1. Mr. Yves Boiret, France, outgoing member Executive Committee, ex President - French National Committee

2. Mr. Jorge Osvaldo Gazaneo Argentina, ex. Vice President, ex. Treasurer General ICOMOS

3. Mr. Stephen Tschudi - Madsen Norway ex, Vice President ICOMOS Ex. President - Advisory Committee

4. Mr. Alfred Majewski, Poland, Statuary Member of ICOMOS

5. Mr. Geza Entz, (posthumously) Hungary, Statutory Member of ICOMOS

6. Mr. Radu Popa, (posthumously) Romania, Ex. President

Ladies and Gentlemen, if you agree with our proposal, please express this with an applause.





## 22. Introduction - Heritage of Asia and Oceanic

*Dr. Kiyotari Tsuboi*

International Chairman  
Ladies and Gentlemen;

I would like to commence today's session of ICOMOS 10th General Assembly. I am the Chairman of this session titled, "Heritage of Asia and Oceanic".

Today's topic being "Heritage of Asia and Oceanic", it is the first opportunity for the ICOMOS General Assembly to have this kind of presentation. I hope everybody in the audience will have a very fruitful session.

Thank you.

*Dr. H.A.P. Abeywardena*

National Chairman  
Distinguished Guest Lecturers,  
Dear Delegates,  
Ladies and Gentlemen;

As the National Chairman of the Cultural Symposium on the "Heritage of Asia and Oceanic", I wish to warmly welcome all of you.

A special vote of thanks is due to our distinguished lecturers at the symposium who have taken trouble to prepare their papers meticulously for presentation today.

The organising committee of ICOMOS for the 10th General Assembly, thought it prudent to devote a day in the programme on the theme of "Heritage of Asia and Oceanic". And the sub-topics were also selected to justify adequately the diverse cultural coverage in the Region. The lecturers themselves are the most competent authorities whom we could select for the purpose.

As the programme indicates, as many as 20 lectures have been included in order to provide an insight into the widest range of fullsubjects. Hence, a strict economy of time has to be maintained. Each lecturer is, therefore, kindly requested to confine the presentation to the 15 minutes allotted and not to exceed this limit. In order to achieve this, when the red signal is given, we trust that the



lecturers will conclude their presentations.

I have now the pleasure of introducing the first lecturer for today, the Director General of the Department of Archaeology, Sri Lanka, Dr. Siran Deraniyagala.

10th General Assembly

## HERITAGE OF ASIA AND OCEANIA



# ICOMOS

Consejo Internacional de los Monumentos y Sitios  
Conseil International des Monuments et des Sites  
International Council on Monuments and Sites

## 23. Cultural Heritage of Asia and Oceania Rapporteur's Report

*Joan Domicelj*

Bruce Chatwin said :

"how could an author fail to love a world mapped by stories?

Are you not astounded by the wealth of the converging regions of our world - its cultural assests and its people?

We have heard 17 papers from a dozen countries, spanning in subject from 4000 BC to Post-Modernism : a sparkling, mosaic of the cultural heritage of Asia and the Pacific; of the vast mega cultures from the Indus Valley, the borders of the Himalayas and across South-East Asia; as well as from the sprinkled micro cultures of the islands of the Pacific Ocean to the Southern continent of Australasia.

Within the Chinese geomancy of Fengshiu - the elements of earth, wood, metal, water and fire we began with the elusive "hidden monuments" of Sri Lanka. We spanned, in concentrated fragments of experience, across the ancient cities of the Indus and of Thailand, the more recent city of Vijayanagara, the curving boat-like vernacular of Indonesia and harsh colonial barracks. Across temples and monasteries, palaces and tombs. The extraordinary human response to the

elements of water and of rock : the gigantic waterworks, moats and ceremonial tanks and the rock gardens and places of scenic beauty of prehistoric Japan.

This cross-section of the cultural assets of our region is breath taking. Even more so perhaps is the human spirit they represent. Today's human spirit has been summoned. To the recent destruction of life and its symbols - the monasteries of Tibet, the temples of the Cambodia - springs a response. Like the rebuilding of Warsaw, the international young-in-training are at work in Cambodia, the cherished traditional crafts are again applied in Tibet and the cultural continuity of the major traditions is determinedly maintained.

The original emphasis of ICOMOS on monuments is extended to ancient and modern land and waterscapes. The focus of the Venice Charter on fabric and material conservation is extended to the intangibles of meaning of place, of traditional knowledge and of its interpretation.

I have not named any of the speakers but I bless each one of them for their experience and for the



stories they have brought us, for the excitement, the complexity and above all for the professional and human challenges to us, the body of ICOMOS.

I am a visitor here. I thank our hosts for the gift of today

## 24. Gestion du patrimoine archéologique Introduction : Archaeological Heritage Management

*Dr. Pierre Nadon*

"Mes amis, enfin je me suis demandé plusieurs fois exactement comment je présenterais les différentes sessions en archéologie. J'ai choisi un peu de les représenter comme se présente un peu l'évolution actuellement, non pas dans l'ICOMOS, mais dans l'archéologie. J'ai commencé en archéologie il y a environs une trentaine d'années, et à cette époque, l'archéologie était, comme plusieurs autres disciplines, une profession de recherche. Avec l'évolution de notre société, l'archéologie est devenue pas seulement une discipline de recherche, mais elle est devenue une discipline qui s'est élargie à tous les différents aspects du développement de l'aménagement de notre société. Malheureusement, dans les milieux académiques ce développement n'a pas été remarqué, et alors que l'ICOMOS s'est développé au début des années 60 avec les architectes, les ingénieurs, les aménageurs, les urbanistes, les archéologues n'ont pas suivi. Un des derniers secrétariats à s'être formé, ça a été le secrétariat d'archéologie avec justement, je pense, des gens qui ont toujours piloté les aspects les plus progressistes de notre société

moderne, les scandinaves; nous avons découvert que l'archéologie est une partie intégrante de l'aménagement de notre nouvelle société. Dans cet aspect de l'aménagement, nous sommes dans une situation un peu difficile parce que nous luttons en tant que professionnels qui ont été formés dans des disciplines de recherche, à s'engager dans des programmes où nous nous sentons mal à l'aise à côté de dames et messieurs plus actifs, je pense évidemment aux architectes, aux urbanistes, particulièrement aux architectes je crois, qui ont toujours été les maîtres d'oeuvre des grands programmes d'aménagement. J'ai eu le plaisir d'être ici, à Colombo, il y a un an et que, j'ai trouvé absolument extraordinaire à quel point, justement sur un site qui a déjà été mentionné aujourd'hui, les archéologues jouaient un rôle majeur à Sigiriya, dans la présentation de ce que je crois être un site archéologique, de vraiment le présenter comme un site archéologique et non pas selon cette habitude que nous avons développée en Europe et en Amérique, de faire très connue chez nous, un site à la

Disneyland. Dans les deux jours qui vont suivre, beaucoup de collègues vont vous faire des présentations; ces présentations, considérez les comme étant le résultat de leur recherche mais aussi comme le résultat d'un certain cheminement régional et culturel qu'ils ont suivi et à cet instant là, essayez de voir ce que tout ceci nous apprend de nouveau au niveau de la communication du passé puisque je pense, que si l'archéologie est rendue, par le biais de cette nouvelle, approche c'est pour d'essayer de faire comprendre les sites et le résultat des recherches à un plus grand public qui n'est plus le public des universités et le public des spécialistes, et voir comment que le résultat de leurs travaux nous mène un petit pas en avant dans la connaissance de notre passé. Nous avons je pense dans notre atelier, probablement à mon avis une des très grandes personnalités mondiales dans la compréhension du phénomène qui est monsieur Henry Cleere. Je pense que à la fin, il va vous présenter un fil conducteur mais je pense que vous même, dans votre propre démarche, si vous suivez notre atelier, j'aimerais que vous essayez aussi de trouver ce fil conducteur, et ce que j'aimerais, c'est que si vous avez l'occasion de me rencontrer à la suite de ces deux jours, que vous me disiez ce que vous avez appris et que surtout vous me suggériez comment nous pourrions à l'avenir, vous présenter d'autres communications, de nouvelles communications peut-être, dans cette même direction, merci."

## ARCHAEOLOGICAL HERITAGE MANAGEMENT



## 25. Archaeological Heritage Management - Rapporteur's Report

*Henry Cleere*

In studying the 27 papers presented at this symposium, it quickly becomes apparent that there are varying interpretations of the terms "archaeological heritage management" in different parts of the world. The contributions have ranged in time and subject matter from documentation and conservation of the ruins of the Bronze Age city of Moenjaddaro (Pakistan) to the post World War II reconstruction of Warsaw's historic centre. Similarly, some of the contributions have stressed the perception of what constitutes the archaeological heritage as distinct from the architectural heritage, whereas others have seen this as a seamless garment.

This distinction is reflected in the terminology and administrative frameworks in different countries. For example, in the United Kingdom "ancient monuments" are covered by different legislation from "historic buildings" (although both types of monument are administered by the same Government agencies). In France and Germany these two categories are identified as *antiquités* and *Bodendenkmäler* and as *monuments historiques* and

*Denkmäler* respectively, their administration being divided between separate state agencies.

By contrast, no such distinction exists in other countries, especially in Asia. Thus the Sri Lankan Department of Archaeology, the Archaeological Survey of India, and the Chinese State Bureau of Cultural Relics embrace the whole subterranean and built cultural heritage in their work.

In this connection, it is worthwhile looking at the definition given in Article 1 of the Charter on the Protection and Management of the Archaeological Heritage, prepared by the International Committee on Archaeological Heritage Management (ICAHM) and approved by ICOMOS at its 9th General Assembly in Lausanne (Switzerland) in 1990:

### Article 1

The concept of an historic monument embraces not only the single architectural work but also the urban or rural setting in which is found the evidence of a particular civilization, a significant development or an historic event. This applies not only to great works of art but also to more modest works



of the past which has acquired cultural significance with the passing of time.

It will be apparent that for ICAHM the archaeological heritage is defined in terms of the methodology involved in its study: it is thus entirely justifiable to examine a 19th or even 20th century building using a strict archaeological approach, and so the awkward distinction enshrined in much European legislation can, and should, be avoided.

In his paper Gustav Trotzig defined the four main preoccupations of archaeological heritage management as documentation, protection, conservation and maintenance, and presentation. I would suggest that to these should be added two further main categories of activity, both of which were represented in this group of papers, namely strategy and training.

Michael Jansen gave an outstanding example of rigorous scientific documentation in his paper on the international and multidisciplinary campaign currently in progress at Moenjodaro, whilst M D Lalchandra in his exemplary survey of the Sri Lankan system and Richard Mackay in reporting on the high-tech approach using predictive planning techniques in Sydney illustrated the depth and breadth of approaches to protection. conservation and maintenance figured in several contributions, notably Nimal de Silva's account of the work in progress at Polonnaruwa and Erzsebet Cleve Harrach on the regional approach developed in Vas County (Hungary).

Presentation formed the basis of three exceptionally interesting contributions. Jane Lennon's account of the systematic approach being adopted to the identification and presentation of 19th century gold-mining sites in Victoria (Australia) will have opened the eyes of many of those who listened to it to the potential of more recent monuments of human endeavour. Marilyn Truscott faced up squarely to the importance of developing effective social relationships between indigenous and settler communities in Australia in order to ensure a proper mutual understanding of greatly differing cultural traditions. The other group that needs special attention in creating an awareness of the importance of the cultural heritage is that of young people (who will be the voters and electors of tomorrow) and in her account of the admirable project being developed by US ICOMOS to explain the concept of World Heritage to US middle school children. Barbara Timken put forward a model that should be studied and adopted by ICOMOS National Committees, preferably in association with both voluntary and state conservation and education bodies.

Archaeological heritage management is in the process of establishing itself as a separate sub-discipline of archaeology and as a distinct profession. It is axiomatic that appropriate training courses should be available in the creation of specialists in this new profession. Two papers, from Brian Egloff in Australia and John Wood in the United Kingdom, described the

courses that they have been involved in establishing at their respective universities in recent years, which are worthy of closer study by academics and public heritage bodies in every country. The papers by Mihaly Zador and Panu Kaila dealt with more conventional courses aimed at training conservation architects in Hungary and Finland respectively, the latter with an impressive "hands on" components.

The symposium was introduced by a masterly paper from Senake Bandaranayake, who put forward a model strategy for heritage management in developing countries. He stressed the over-riding primary need for comprehensive archaeological prospecting, using non-destructive methods, without which no effective policy for preservation can be established. Excavation has its place in this strategy, but on a programmed basis, in the rescue and research -orientated contexts. The symposium was neatly closed by two more broadly drawn strategic contributions. Andrzej Tomaszewski's global perspective was complemented by Bernard Feilden's plea for a multidisciplinary approach to all aspects of heritage management.

What are the messages that delegates should take away from this eclectic series of papers on the general theme of archaeological heritage management? As an archaeologist I have no hesitation in stressing that archaeologists should no longer be seen as peripheral in considerations of heritage management; they are fundamental partners and should be associated with all projects from the outset.

Their specialized training and methodology are essential in every aspect of the subject, from zoning and environmental planning through to the on-site conservation and presentation of monuments of all kinds.

Secondary, no country can properly preserve and present its heritage without the creation of strategic management programmes. Since nowhere are resources, whether financial or human, adequate for the immense tasks involved, it is vital that these strategies identify priorities for action, on a rolling basis. Senake Bandaranayake stressed the paramountcy of conservation and management as priorities in developing countries. Whilst this is an indisputable fact, I would add that the same consideration applies equally in developed countries, many of which are still managing their heritage on an ad hoc basis. To his two priorities I would add applied research, covering fields such as non-destructive investigation and data handling, which was elegantly defined by Gustav Trotzig in his contribution. It is worth mentioning in this connection the importance of international collaboration in actions of this kind, well illustrated by the work at Moenjodaro.

Another aspect of heritage management that emerged implicitly rather than explicitly from several of the papers was the potential and actual problems arising from the interaction of conservation with the remorselessly growing tourist industry. There is an urgent need for a dialogue between the two groups, whose objective may come into

serious conflict unless a modus vivendi that ensures the well-being of the heritage itself can be worked out. This is a matter for consideration by the two International Committees, on Archaeological Heritage Management and Cultural Tourism respectively.

The needs of special groups must also be taken into account in preparing heritage management strategies. The delicate relationship with indigenous peoples was explored with great sympathy for Australia by Marilyn Truscott, and the Canadian and US authorities have already devoted much thought to the matter, but there are other countries where such discussions still need to be undertaken. Gamini Wijesuriya touched upon another interest group of critical importance, namely the religious authorities, for whom the archaeological heritage remains part of their living structure of worship.

This has been the first symposium at any ICOMOS General Assembly devoted to consideration of archaeological heritage management. The impact of the contributions and the level of attendance at the sessions will, I hope, ensure that it will not be the last. At future General Assemblies, however, I would urge that the inevitable compartmentalization resulting from the structure of ICOMOS International Committees should be avoided, and that topics be chosen which will permit cross-fertilization of ideas. I have already proposed bringing cultural tourism and heritage management together, but there are many other potentially fruitful permutations and combinations.

23. Kandy Perahera







## 27. Cultural Tourism, Introduction

*Robertson E. Collins*

Ladies and Gentlemen:

It is significant that one third of the Scientific Sessions at this 10th General Assembly of ICOMOS is dedicated to Cultural Tourism.

The Committee on Cultural Tourism was first organized in 1976 and for many years reflected the important contributions of Mr. Arthur Haulot of Brussels.

Since 1987 the Committee has been sponsored by the United States.

Tourism, though it is not part of the professional criteria of conservation, absorbs a great deal of thought and energy of ICOMOS members. It is a popular topic and a topic deeply related to our profession. As you will see by the wide variety of papers being presented here, conservationists perceive universal tourism issues and global tourism concerns. Highly professional scholars and genial dedicated amateurs have strong views about the potential of tourism, the threat of tourism, the cost of tourism and the profits to be derived from tourism. Everyone seems to have an opinion on how it should be praised, damned managed changed, channelled or eliminated.

It is interesting that we do not see Tourism as a separate professional

field. We tend to make our own judgements about tourism. We do not reach out to tourism professionals. We deliberately reach out to structural or civil engineers, or to chemists or water experts but whether architects or archaeologists, we feel quite secure and in fact competent, to make tourism judgements.

I merely observe, I am not being critical, It says something about the universality of travel.

Outside of our own interest as guardians of Monuments and Sites, we find that IUCN and the broader nature conservation professionals have also developed strong concerns and firm recommendations about the role of tourism and the natural environment.

Everyone from every where and from every background is touched by tourism and has an opinion about tourism. Since we last met, the Environment Movement has prompted, not so much a war of words, as a flurry of words about tourism: many of them new, all of them strong. Eco-tourism, Sustainable Tourism, Responsible Tourism, Endemic Tourism are just a few.

In recent years many international conferences have been held on Tourism and a staggering number of subjects: Tourism and Heritage Conservation, Tourism and Peace, Tourism and the Environment, Tourism and Indigenous People, Tourism and National Parks, Tourism and Health, Tourism and Food, Tourism and the Arts, Tourism and Drugs, Tourism and Education, Tourism and Handicrafts, Rural Tourism, Tourism and Sports.

Tourism always seems to get top billing.

The conferences organized by the travel industry have been up-beat and positive. The conferences organized at university campuses or by many international agencies have usually been filled with negatives, fear, anxiety and doom.

In absolutely all of them, at least once, someone refers to killing the goose that lays the golden eggs.

What does come through is that the intellectual curiosity of the early popularizers of travel, Byron and Shelley, is not part of today's tourism values. The pride of travel has been exchanged for remorse; the joy of travel now requires an apology. Here at the end of the 20th Century, when we travel we are moody rather than studious; introspective about our place on the planet; doubting the future and insecure. Progress is not a word we use today. Only rarely do today's travellers write romantic poems from overseas.

One well known writer, a traveller most of his life, son of glamorous travellers, has for the past ten years become famous as a travel

complainier. He sees travel as a scourge. For a grown man, his repertoire of grievances is repetitious and embarrassingly unimaginative but there is no doubt, he is popular.

Since we last met, the phrase Cultural Tourism has become a widely popular term. The term is now so broadly used that it no longer has a singular recognizable definition.

Some people define it as a form of tourism though the travel industry itself seldom uses the phrase. Some see it as a definition of what tourists seek, others see it as a definition of what people did on a trip. For some researchers and statisticians it is simply a tourism activity like tennis or golf or shopping and the numbers are derived from attendance figures at Galleries, Museums and Theatres.

Oddly enough, only a few people who use the term would think it refers particularly or specifically to the visitation at Monuments and Sites.

Still everyone seems to like the phrase Cultural tourism and no one seems disturbed that there is no broad agreement on what it really means.

What is interesting to this meeting in Colombo is that while we assemble to talk about Tourism at World Heritage Sites, the tourism professionals from their perspective, have also been talking about the same subject. In this Pacific Asia region, travel industry leaders formed a committee on Heritage Conservation in 1974 and have held bi-annual conferences on Tourism and Heritage conservation ever since 1979. The book reporting on their eighth such conference held in

Kathmandu is available at the Registration Desk for \$20.00.

Another interesting discussion paper on Endemic Tourism is available. This explores the possibilities of managing future tourism development in Australia at the community level.

From my experience, at least in this Pacific/Asia region, I would say that the Tourism professionals know a great deal more about the business of Conservation than the Conservation professionals know about the business of Tourism. The tourism leaders know full well that the World Heritage Sites are the world's great tourism attractions. The relationship is not exploitative but one of concern. They make no money out of bad tourism. Their concern for conservation, their concern for better tourism, has made them turn to the local planning process for solutions.

If the term Cultural Tourism is generally and frequently used and seldom clearly defined, the same must be said about just the simple terms "tourism".

Tourism is often proclaimed as the World's largest industry. That is a bit premature; it is projected to be the largest by the year 2000. But even that claim must be clarified: in that broadest of all contexts, "tourism" includes revenues and salaries from part of the entertainment industry, part of the sports industry, all of the restaurant, hotel and airline industry and a wide series of related services from banking, travellers cheques and communications to car-rentals and souvenirs.

It is perfectly valid to describe tourism in this broadest possible sense because it emphasises the effects of global trends: increased population, increased wages and saving, longer vacations, cheaper air fares. Just two examples: the largest purchaser of French Wines is British Airways. A production of Phantom of the Opera has generated over \$100 million tourism dollars in the city of Melbourne.

It also emphasises the fact that for several decades tourism has been the patron for the performing arts, the visual arts, handicrafts, fashion, design and architecture. As the kings and princely courts and rich patrons have disappeared, tourism has become the funding base for many of the arts.

We should be reminded that at least in this Pacific Asia region, the travel industry is deeply committed to being a partner in Conservation. For four years the Pacific Asia Travel Association sponsored a summer school on Conservation Practices. It has also given Annual Awards for Heritage and for Cultural Projects and has included conservation experts in its many Task Force study teams.

Another significant fact to note is that for many countries tourism is now their largest source of hard currency. What worries many of us is that as new countries develop and as older countries work their way out of years of high social expenditures and more recently out of the recession, tourism is being eyed by Governments as an economic recovery device; they see their countries becoming big tourism



machines. They are looking at "Heritage" and "Conservation" and "Monuments and Sites" with a new, and for me, a scary, glint in their eye.

Most serious tourism professionals are as concerned with this drift of the politicians into these blatant marketing plans as we conservationists are.

At a recent conference on Tourism and Indigenous Cultures held in Northern Australia I expressed this concern: "We must resist any effort to "use" Indigenous people or any of their cultural traditions for tourism purposes. The wishes of the people should determine all planning decisions. We must help them avoid pitfalls and achieve dignity and success in their tourism undertakings".

Let me discuss the issue of Population growth.

The world population growth figures are staggering. The concept of carrying capacity is becoming real. Some of the other acknowledged negative impacts on tourism are the impact of the automobile, the problems of drugs, the ethnic and religious fighting, political corruption. However, because of the population growth Heritage, Culture, Conservation - all will have some startling changes to deal with. Visits to our Monuments and Sites will get bigger at an alarming rate.

The modern travel industry began in the 1950's. Land-based planes flying hours over water was a skill developed during World War II. Mass travel came with the 747. Now, millions of first-time travellers

are emerging and at the same time the industry is facing the crushing reality of the population explosion.

In 1950, when this travel era began, the population of the world was 2.5 Billion people.

Today, in 1993, 43 years later, the population of the world is now 5.5 Billion. More than double.

In the year 2026, 33 years from now, the population will be 8.5 Billion!

Most of this growth will occur in the under-developed countries; Africa and South America, but much of it in this region: in China, India and Indonesia.

This massive population growth will affect conservation. Don't even try to think of the future of tourism, or the future of culture, or the future of Conservation or of Handicrafts or the Environment until you have fully absorbed the implications of these incredible population figures.

We are so casual about millions and billions and trillions these days, let me just help you to understand these numbers:

I will speak to you for about 1800 seconds.

That is local, now think global:

One million seconds equals 11-1/5 days.

One billion seconds is 33 years.

To re-phrase it, we are about one billion seconds always from the year 2026 when there will be 8.5 billion people on this earth. The population growth in the next 33 years will add more new people than existed in 1950!

One billion seconds....three billion more people! Three people a second.

The size of the future is

developing as I speak.

There are 2,344 days left in this century. The challenge for us all is whether that future will have quality.

As the guardians of the world's monuments and sites we are going to be tested by this population growth. How are you going to protect your sites, sustain their integrity and still share them with the new wave of travellers? It will take a lot of managing.

The future will be different, huge, but the monuments and sites that we guard and protect will all still be the same size. Managers of the great properties will be forced to take what might be described as "elitist steps to limit access.

"Managing" may mean a reservation system and selling tickets to visit Borobudur just like we sell tickets to see **Phantom of the Opera**. Managing may mean collecting a \$150.00 entry fee, to go into a dedicated fund, from every person who visits Angkor Wat.

Here in Sri Lanka is a model of ingenious conservation financing. Tourism and Conservation are in perfect harmony. They have a dedicated fund and admission fees from sites within the Cultural Triangle all go into that fund. It required a change in the Constitution but it was a brilliant stroke. It may be the future.

I do not have to tell you about another reality, most Governments are broke. You have seen that in your own budgets.

As I said, today, most Governments see Tourism as a source of hard currency. Now, it is dawning on them. Finally, that our

great Cultural assets are their source of hard cash! We must convince them that if they are to get that cash income then they must increase the conservation budgets.

We must convince them that these Cultural Assets are fragile and need protection. For Treasury officials, the story of the Golden Goose is a useful story to tell.

In the past year, the Pacific Asia Travel Association commissioned US/ICOMOS to conduct a study that it hopes will increase the level of funding for conservation work in this region. It is expected that the study will justify travel industry leaders working, using their considerable skills, to lobby governments for bigger budgets for the conservation departments.

In the future, we in Conservation will have willing partners if we can see the tourism industry as a constructive partner in managing growth and change. For far too long, Tourism has been the target of cheap-shot complainers. We in Conservation have too much to do and too little money to do it to continue to indulge in smart-alec cracks about the negative impacts of tourism. A partnership is possible; it is a partnership we need to nourish.

We will need tourists in order to get the money to protect our sites against tourism.

I would like to end on a positive note and repeat some remarks I had made to a meeting of the Council of National Trusts in New Zealand last December.

In 1990 several of us here were at a conference in Canterbury sponsored by UK/ICOMOS. It was



mainly concerned with the problems of cathedrals and stone structures. At the end of it there was a discussion about future funding possibilities and the representative of the EEC was asked about the prospects of funding from his agency. He startled everyone by saying that first, he felt that over the past three days there had been far too much talk about "Beauty". Referring to a talk on the restoration of Warwick Castle, he noted that his office would not be interested in such an elitist project but if they were it would surely require the recipient to put up a plaque that would explain exactly how many labourers had died in the process of the construction of this castle!

It was a chilling statement. I didn't feel we had even touched on Beauty. It was a professional conference highly focused on the technical problems of stone and particularly stone cathedrals. What is to be said to a man like that? From this distance, as I have watched the evolution of the European Community, I have often thought about him and his stern dismissal.

If not the men in Brussels, then who will speak for Beauty?

Shouldn't we be speaking for Beauty?

Has the conservation movement become too absorbed in the conservation process?

Herb Stovel can fascinate me with the exquisite refinements of the new technologies. I am an admirer of Herb and of the field, but this conference, this whole movement, has to somehow sweep beyond remedial proficiency. We are

suffering from the failure to develop a philosophy of conservation that is based on something more than applied technology. We need to re-establish the role of aesthetics as the cohesive force that motivates us to identify and restore and maintain and interpret the treasures of our times.

We are efficient, skilful, knowledgeable and well managed but there has to be more. That EC technocrat is not being sufficiently rebutted!

Being aware of the social problems of today and in history, being socially responsible, need not, must not mean forsaking an aesthetic appreciation of history. Surely we are mature enough to do that.

However, one must admit that this is an era that is embarrassed to discuss beauty. Lovely, Graceful, Splendour, Magnificent aren't words we use any more. We are all plugged into each other with the wonders of computers and faxes and phones but somehow we have lost our hearts.

We are in danger of being highly informed, professionally competent and boring. If we are to reach new audiences, appeal to donors and visitors and excite the young people about their heritage, then we need a literature, not a series of technical manuals.

Around the world, certainly in every country represented here, there has been a steady decline in the quality of quality. Are we part of the problem?

We are stewards of excellence. Still, we seem to lack confidence in our voices. We need stature, We have been taken for granted. And we have taken our importance for

granted. As we have mastered the process of conservation, we have lost our rationale. We need intellectual and emotional discussion of the prizes that we guard.

The man from Brussels is one of the problems we haven't solved. We have lacked a literature of commentary and criticism that would stimulate the minds of our members. We have lacked the confidence to enunciate a set of values that will go beyond our obvious responsibilities for identification, evaluation and maintenance.

Other fields articulate aesthetics. In terms of materials, all the paintings in the world are alike in their basics: canvas, pigments and a frame. However, each has something more that we look for and evaluate when we find it. We search for a quality beyond brand name of the pigment or the techniques of its application. We look for features that express the artists eye or that touch some emotion, memory or myth, deep in our hearts or in his head. The painting takes on a value beyond materials and beyond merely categorizing it by date, medium and style. The values we define are judgemental, personal, sometimes regional and often sublime.

We are the directors of the world's greatest treasures but I am not sure that we are fluent in expressing the exhilaration of beholding our own shrines. We hold in our hands the best that our people have created. Just to think about it is exciting but we need to learn to describe that thrill of recognition and appreciation.

To love and relish a building is

more than an analysis of the facade details, more than understanding the support beams and the foundation, more than knowing its date, social context, the age of the architect and the derivative sources that he drew on for its design.....it is all these things and then more.

It is the more I miss today. Our intelligence is not being articulated. All our knowledge should be giving us the ability to expound on the creativity, the inventive, surprising singularity, the amazing simple grace of the buildings we care for.

In Great Britain, the preservation movement began with the 19th Century poets. Poets and artists who were excited about modern technologies, the Age of Steam and it's new industries and were leaders in discussing new social and philosophical values. They created the world we now live in and they did it with zest and joy!.

We need the poets now.

Thank you.

10th General Assembly

## CULTURAL TOURISM



**ICOMOS**

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## 28. Cultural Tourism Rapporteur's Report

*Russell V. Keune,*

Fellow tourists:

There were four sessions covering three thematic areas: 1) Developing Cultural Tourism programs, 2) Cultural Tourism and Development, and 3) Local and National Projects - our theme benefitted from the shared experiences of ICOMOS members representing 13 countries. The travel destinations represented in the 20 presentations include rural and urban sites in Asia, Australia, Europe, North America and the Pacific. We thank the participants for their contributions to the development of this theme.

All of the presentations have been published in full in the International Scientific Symposium 192-page volume, "Cultural Tourism." It was available to each of you as a selection at the time of registration, and is still available for individual purchase.

It is not my purpose or intention to summarize the individual presentations to you this morning. They are already available to you in another printed form. Rather, I am using this time to share with you what I regard as some of the broad themes represented in these papers, a few observations on relevant topics not addressed during our time together, and my observations on what might be considered as

necessary and appropriate roles for ICOMOS at the national and international levels.

### **The Themes**

***First - Creating, Conserving, Enhancing and Interpreting Cultural Tourism Destinations.***

Our session encompassed a diverse array of both positive and negative examples of heritage conservation and tourism. It also clearly and forcefully showed that many ICOMOS members, whether acting in their private professional, non-governmental or public agency capacities are engaged in activities that create, conserve, enhance and interpret cultural tourism destinations. These few presentations have shown that there is a diverse reservoir of experience waiting to be documented and shared. One can be impressed with the many successful efforts already under way, especially at so many local and regional levels within specific countries. All ICOMOS members engaged in this activity are potentially capable of contributing to an international program.

***Second - Developing Principles, Standards and Guidelines for Cultural Tourism,***



Our presentations evidenced that there is already a significant amount of experience and completed work that can be made available to the development of principles, standards and guidelines for the management and financing of cultural tourism. Locally, regionally and nationally, many basic principles have been defined, performance standards listed and described, and codes of ethics already jointly prepared between the heritage conservation and travel industry. This issue is to systematically identify this body of important work, evaluate it and to have it made known, and available to an international audience - both within heritage conservation and tourism sectors.

***Third - Using Principles, Standards and Guidelines.***

An important invitation was extended by the representative of the tourism industry. That invitation was that ICOMOS should boldly take the international lead in the preparation of principles, standards and guidelines for the conservation management of heritage sites and their specific relation to tourism. ICOMOS then needs to make these materials available to the tourism industry. The point was emphatically made that if we in heritage conservation do not do this, others, potentially, who are far less qualified, will do this for us.

***Fourth - Education and Cultural Tourism***

Repeatedly throughout our sessions, the need for education of professionals both within our own

field and tourism representatives to the long-term realities and effects of tourism on cultural sites was a recurring theme. The potential educational roles of ICOMOS national committees in Europe, North America and Japan in this regard were especially emphasized in reaching international tour companies and agencies. University curricula and accompanying texts, as well as short course training offerings for established practitioners, were cited as pressing international needs. The World Tourism Organization's established education and training programs need to be reached and influenced by ICOMOS.

***A Few Topics Not Addressed.***

While many specific subjects, both positive and negative, were addressed, some meriting attention but not covered would include: 1) cultural sites and their visitors which increasingly are targets for terrorist actions intended to reduce or eliminate international tourism to a specific country; 2) the national and international economic and political impacts of such acts on both cultural heritage and tourism budgets, projects and activities; 3) and exposition of the unique national system in Sri Lanka, the Central Cultural Fund, for supporting the operation, maintenance and enhancement of cultural tourism destinations; and 4) a more diverse array of examples where those responsible for cultural heritage and tourism are interacting in a mutually beneficial way.

***Potential Role for ICOMOS: National and International***

I would call your attention to the product of the ICOMOS International Specialized Committee on Cultural Tourism produced in cooperation with the Sri Lankan National Committee of ICOMOS for this General Assembly. The publication, "Tourism at World Heritage Cultural Sites: A site Manager's Handbook," is a distinct and separate publication from that representing the individual papers presented in this theme. As an international volunteer effort, it represents the first edition of what is seen as an evolving and expanding source book for those responsible for receiving and administering visitors at these World Heritage Sites. As mentioned above, copies are available for purchase at the General Assembly publication desk. We recommend it to you. The assistance of ICOMOS is preparing and adopting a long-range plan.

***First - ICOMOS and World Heritage Cultural Sites: Monitoring Their Condition and Management in Regard to Tourism***

The World Heritage Convention places defined obligations on states party with regard to tourism management. ICOMOS has a long relationship with the cultural entries on the World Heritage List. ICOMOS has an international charter on cultural tourism.

As the entries on this list continue to grow in number and the numbers of visitors to so many of these sites increase so dramatically, it has been suggested that ICOMOS national committees, acting nationally and perhaps regionally, develop a

responsive strategy and program to regularly monitor such sites and to report the findings to UNESCO's World Heritage Centre and Committee.

So as to contribute to some degree of uniformity to such a program, a system of checklists tailored for a variety of types of sites in their national contexts, and accompanied by guidelines concerning their use, could be developed and applied. Over time, the collected experience could contribute to the formulation of enhanced training and education programs for those responsible for the administration of such sites in receiving and accommodating tourists.

Such an operating system could perhaps lead to an active role by individual ICOMOS members in contributing to such a process.

***Second - Nominating Future Cultural Sites to the World Heritage List.***

The suggestion has also been put forward that cultural sites likely to be heavily impacted by increased tourism by virtue of their entry of the World Heritage list should be required to present an expanded management plan with a major emphasis on tourism elements.

***Third - A Special Congress of Heritage Conservation and Tourism Representatives.***

There was a suggestion to convene a special international congress of leading representatives of the field of heritage conservation and the tourism industry to reach an understanding of our mutual concerns, positions, views and needs as regards tourism to cultural heritage sites. In order to

succeed, such a congress should be preceded by appropriate research, preparation of position papers and advance drafting of proposed principles, standards and guidelines. **Fourth - Reaching out of the Tourism Industry**

As one who has been accompanied by his wife to this country as part of a celebration of 25 years of marriage and as one who has been fascinated by the ongoing observation of Sri Lankan wedding traditions both here at the centre and at our hotel - an analogy presented during our session had a particular interest.

There was but one presenter among our 20 who professionally identifies herself as a representative of the tourism industry. Her call, together with that of our session chairman in his opening remarks, was that we reach out to the tourism industry.

The process was described as perhaps analogous to a modern marriage - a marriage based on equality and respect. While we may not have been living together very often or for very long, we do have to get married. While we may have heaped scorn on our proposed partner's family, there is little question that it must be an arranged marriage. Some even dared suggest that it might have to be a "short-gun marriage."

The question remains - who will write the pre-nuptial agreement or marriage contract? The tourism industry was characterized as an eager partner. Further it was observed that the partner does have a dowry. An ICOMOS member urged caution in courting, choosing and

marrying such a wealthy choice. It was suggested that perhaps a sympathetic and understanding government could serve as the priest or minister to perform the wedding ceremony. No matter how long the engagement might be, the time had arrived to talk. The time has arrived to create the guest list and order the invitations.

Thank you.

## 29. Visit To Galle







### 30. Conservation Economics - Introduction

*Prof. Nathaniel Lichfield*

Chairman and Colleagues;

The previous speakers, Pierre Nadon and Robertson Collins have chosen themes which are interesting as subjects. The theme I am choosing this morning as an introductory talk is not the importance of Economics in Conservation. I think that is generally accepted, and even in the few days we have been here, it has been repeated. What does need introducing is an answer to the question. How do you use economics in conservation ?. Obviously, in sharing the intention the aim is to enhance and improve the quality of activity in conservation. How do we use economics ?. That is why I have entitled this talk, the "Role of Economics in Conservation".

Let me explain it this way. In everyday activities, an individual, a family or wider group, lead many different kinds of lives concurrently and at the same time. All these lives have in different measures spiritual, cultural, social, phycological as well as economic life. All these lives run together.

Even religious activities need financial resources for maintaining places of worship. They are part of economic life. Apart from all these

different kinds of lives, economic life has one special characteristic which is not shared by the others. It essentially penetrates all other lives, but the social life or religious life may not do so. The reason is that everything we do in these other lives does not require resources. Resources of economics for example, such unexpected activities like daily meditation or daily jogging both absorb time. And if you use that time for those activities you don't have time for other purposes like studying, preparing your work or earning your living. Therefore, time is a resource and we have to decide how we should use our time to advance the lives we wish to lead.

It is the natural and cultural built heritage with which we are concerned. With this heritage we need to reach certain decisions. We got to avert any threat that would undermine the heritage. We have to get a regulated development proposal, so that it does not damage the heritage. We got to resist a proposal to re-develop a part of a heritage. We got to carry out a programme of activities for the enhancement and defence of the heritage.

In any of these activities there is involved a resource which we term as the cost. There is also an output, a value we term benefits. And in particular with relevance to conservation, one of the outputs must be the quality of the cultural heritage that results from these activities that is essential to our concerns.

We are concerned with the economics of conservation. We are particularly concerned to maximise the output on the benefit side of conservation, cultural quality of the buildings and the areas we are dealing with. This straightforward proposition of the economics of conservation raises controversy in the conservation field. Many people consider that conservation should be based on an axiom. Since it is culture, we should wish to pass on as benefits of our work to future generations. We should carry it out regardless of cost.

But if we accept that economics must penetrate conservation, then the life of conservation, as everything else, must have regard for what is simply called, value for money. If we do not, it could be simply disregarding resources in conservation. We could find that we have used up all the available resources and projects without leaving room for others. Or it could be that we have not made a sufficient claim on available resources.

This leads us to the next fundamental proposition of economics. The resources, which are always scarce. In this, I do not mean the physical quantity which is necessarily scarce, there is a limit to finance, there is a limit to land, there

is a limit to clean atmosphere. But what it means for economics is that individuals, families and societies being part of mankind, have underutilised a large numbers of things that they wish to spend their resources on. The simplest case is that there are twenty four hours for a day which is the scarcest of all our resources. If a day has gone it never comes back, once a minute is gone it will never come back. Therefore, we need to ration our time to do everything. We are here in this conference and have worked very much to consider all different things we must be doing. Time we are spending here and the money we have spent coming here and the arguments we have had with our families to justify our coming here are all due concerns. We must seek, what is in short - the Value for Money. The value is the output, the benefits. The money is the input, the costs. Cost side is not too difficult to imagine. Benefits are more complex. By the term value in the case of conservation, we do not mean the money spent on a particular project, what we mean is something I prefer to call, "social values".

Within our economics - economics of conservation, we are interested not only in economics, but also social, environmental and cultural benefits and whatever it is that we are doing. And it is to address these questions that we introduced economics in conservation for our sessions.

I should make one point clear, that the introduction of the economist is not simply something which is our side of the process. I work as an economist in planning, development

and conservation. In this regard I was very interested in what Pierre Nadon has talked about, the way archaeology is emerging not simply as a subject matter for scholars but also in his views, judgement, and experience, it is making a contribution to planning, landuse and the development of communities. Because that is the proper base of all specialisations which must make its contributions to the evolution of communities.

I am now coming to the sessional papers and to introduce them in a broad way. These papers are written, as in all sessions with a core paper and various people are presenting them. As you can imagine, this is not a comprehensive coverage of the role or contribution of economics to conservation.

While the presentations are fairly broad and I think quite rich as papers, I thought it might be useful to put it in some context so that we can remember that there are other aspects also. In here if it is not too immodest, I would like to refer to my own book, "Economics of Urban Conservation" 1988, which I think is the most comprehensive of the books on the subject that appeared at that time. If I simply read through the headings of the chapters you will see that the scope of the subject is quite wide. Within this we can see the relationship of the papers themselves.

The book is divided into two halves in order to elaborate on the economics of the conservation process. It is very important to understand what the process is. I think it is needed to understand for my own peace of mind, to describe

my concept of the process, which I did, in the first two parts.

First, I recorded the life cycle in the urban system and I will come back to it later. Planning and Management of Economic Resources, Planning of Urban Conservation, the nature of cultural heritage, identification and protection of built heritage and the management of planning in the conservation of the Urban Cultural Heritage.

That was a platform to enter into the economics in the management of the built environment in the conservation of cultural built heritage, in the planning of the cultural built heritage, in the valuation of the cultural built heritage, in screening and in the identification of the objects to be conserved, to raise the question of who benefits or who loses. It is an appropriate beginning for the selected economic tools which we use for the purpose of financial analysis, cost benefit analysis and community impact analysis and concluding with some case studies with their application in the field.

Now within this broad scope and while the introductory papers to the volume on economics refers to an annex which was not included, I am really highlighting the essential points.

The list of papers touch upon certain aspects, but in order to try and get some comprehensive role and scope, the course papers have been arranged in six groups. And these groups really echo the process of implementation itself.

In the first group we talked about the identification and the valuation of



the Cultural Heritage. To the second group is assigned the economic planning aspects for conservation. The third group is the evaluation and the choice of options, while another two groups will tackle the implementation. There is a final group on Financing.

This leads me to touch on two other aspects which are of great concern, which we have tackled in our work. First we talked about the research work of the International Economic Committee. This has been started in the last two-three years through the Ministry of Cultural Goods in Rome. And this contract was arranged for us by the former President Roberto di Stefano with the Ministry of Rome. They asked us a very specific question. Which again is of tremendous interest and importance for the economics in conservation.

Italy is highly organised in one aspect. That is, they have a very tight system for comparing the claims on investment of financial resources by different Ministries throughout the country in terms of what the Italian Government would get in terms of value for money. The method they use is the cost benefit analysis which they apply to each of the Ministries asking for money. How much is the money you need, what is the budget, etc. Secondly, what are the benefits that the nation is going to get out of your investments. This applies to transportation, to education, to health, etc. and all the activities which the government spend money on and it also applies to the budget of the Ministry of Cultural Goods.

We find something

disadvantageous in this process. Because transportation of people can show benefits, for health people can show benefits, etc. But when it comes to conservation, there is a real difficulty to show the benefits. So they asked us to explore this specific question in three stages.

Initially, what are the theory and principles ?. Secondly, how would you apply it to a particular case and thirdly, write a manual so that they can use this knowledge for general purposes.

The first part of our report is being published in Italian initially. The English translation is available outside in the book shop and is somewhat edited, but nonetheless, very true to the original which sets out the cost benefit analysis in the cultural heritage theory or in the principles rather than the practice.

The second report, which is from case studies around Naples, shows how do you cope with such problems in practice, is at this moment being published in an Italian journal, "Restauro" and we hope that the English version would be available later on. We are yet to start on the third leg, which constitutes the case studies.

Ladies and Gentlemen, this is an example of studying a subject in depth. If we are to take one particular aspect of the papers that we are going to discuss - one such paper is by Pietro. Pietro is a member of our committee, Professors of economics in U.S., Belgium, Holland, England and from Italy are members of the committee. Pietro is the Italian representative and he is talking about his work in

his paper. There is another paper particularly touching. This particular part is from Portugal. Unhappily the author is not able to present the paper in person, but in this paper she presents the method of evaluation in a case study from Portugal based upon the community impact analysis, which is the method that figures also in our stage I report.

I come now to the final area of exploration in addition to what I have already described. That is the important subject of financing a conservation programme. Where is the money coming from ?. We had a reference to the EEC in our approach which Robertson Collins did not approve of. And yet we all know it is essential. It is particularly essential to study this because in the last few years, we are seeing two phenomena which are bad for the world and bad for conservation.

The first is the tradition of thinking that money will somehow come from the principle of the "milk cow" - the government or relevant authorities. In the case of the authorities, we know that the milk is drying up, and they are under terrible pressure. They are looking forward to the contributions of the private sector. This is an interesting fact to which Robertson Collins has alluded. The "cow" is looking to the Tourism Industry to finance not simply tourism. The damage is done by Tourism. I think turning to Tourism for finances is a very healthy move, which in land use planning we are actively pursuing. We explain to the developers that they are, polluting by their development. Therefore, why don't

we follow the principle to get the polluter to pay, for the social cost of the pollution.

This particular subject of financing has been picked up by the Council of Europe. They had one expert committee making a report which was available to the Council of Europe. A paper based on this report covering the financing of conservation will be presented at this session and I was very happy myself to be a member of that committee. That committee having concluded its work is now embarked on the next stage, and that will be reported on in due course.

I am going to finish by going right back to the beginning. In emphasising one or two simple points about our concern in of cultural built heritage, conservation of cultural built heritage and its relation to economics. These are fundamental perceptions of what we are doing. It has been said already at this congress that the discussions on the cultural built heritage is simply a part of the work of heritage generally such as graphic art, dancing, languages, etc. We should therefore, link up with the other lines of culture in terms of broadening our horizons, possibly broadening theirs as well. Although members are somewhat divided on this, I myself have no doubt, that we should do so.

Our kind of culture is not mentioned very much in the performing arts, etc. Now why is this important to distinguish ?. Because all the cultures that we are attempting to promote, has a particular significance. It is indissolubly wedded in brick and



mortar. If you can talk about pictures, statues, and dancing of this kind, they are self contained activities like a picture you can put on a wall, or a language you encourage to teach in the school. But cultural heritage is a somewhat complex issue to consider in that light. Cultural heritage is wedded and immersed in buildings. Because of that, we have to cope with buildings most of the time. We concentrate on the culture which should be preserved, but the problems come from the buildings.

All buildings suffer from all kinds of decays. These are often out of date in terms of use, functionally obsolete, often built in the wrong place, etc. and in order to protect culture and to preserve it, we have got to do something for the buildings. Whether it has a cultural content or not, the management of buildings is an important aspect and an important study. With all the work, we got to take on board the concept of knowledge. There is an important observation that I wish to comment upon. Buildings when they are built, are designed for a certain age, certain time, certain purpose, certain economic situation, certain social context and with a certain kind of life in mind. They are occupied when they are completed and what one of my Professors once said was that every building is obsolete on the drawing board. Architects must know what I am saying. Particularly hospitals where every medical committee would tell you, before the thing is even started the building is out of date. So buildings have a running struggle, which is the

obsolescence of the buildings. It would be the physical wearing out, it would be functional - no longer suited to the purpose, it could be locational - it is in the wrong place, it could be environmental - the environment has changed since the building was built, so it is no longer useable. Those that can be economically obsolete will be considered later. That is why, at the beginning of the book, I mentioned in the first chapter about the life cycle of buildings in an Urban system. All buildings go through a life cycle that will last forever. We have the pyramids and such kinds that are exceptions.

A life cycle is what you start and get going, but then after a period of time obsolescence creeps in and you can't leave it at that point. You have got to do something - modernising, adapting, renewing etc. and eventually when the thing is really hopeless and out of date and falling apart, then you think of sweeping it off for re-development. All buildings come into that process. They all have their life cycles. The difference with us is that, we through government advice say that certain buildings in this town, certain areas of this town, should be protected for posterity.

None of this advice is really useful unless a government does something about it. It is not simply putting it in a book or in making many photographs, etc. Life cycles of different buildings could not be compared. We are going to stop two things. Certainly the demolition and re-development of old buildings if you are not convinced otherwise.

Also repair, undertake the adaptation and renovation etc. in accordance with ordinary contemporary practices to do with non cultural buildings. We insist on looking after what is done, in terms of the character of the building, the original materials, and suitable craftsmanship. And we must, therefore, see our conservation programmes in these roles of the special kinds of real state and special kind of renewal. Conservation is a special kind of renewal. We want to renew it in order to bring back its original character. Conservation is a process which has to be tackled in the light of economic realities. In the light of the fact that it is a part of the brick and mortar, part of a life cycle, it has a life and that it has to be tackled anyway.

Thank you,

10th General Assembly

# CONSERVATION ECONOMICS



**I C O M O S**

Consejo Internacional de los Monumentos y Sitios  
Conseil International des Monuments et des Sites  
International Council on Monuments and Sites

## 31. Conservation Economics - Rapporteur's Report

*Francis Golding*

In the course of our two and half days' deliberations we received 19 presentations on a wide range of economic themes and joined in lengthy and wide ranging discussions. Such was the wealth of material that we had of the economics of conservation in our discussions.

These discussions were over shadowed, I believe, by two general themes. The first of these was an ambiguity of the meaning of the word "Economics". Mercifully, we did not allow ourselves to be side tracked into a discussion of this point, which could have taken up all the time available, but nevertheless it was present in much of what we said. Is economics to be understood as having to do with finance and money? Does it deal with conventional analysis and evaluation and choice by the decision maker of only those projects showing a positive rate of return? Or is it something wider, involving evaluations in broader terms, of cultural and social factors as well as purely economic ones? Well, clearly, if economics is to serve the issue of conservation, it must be the latter, and this problem of valuing

social and cultural factors was one of our themes.

The second general theme was that of a conflict as to the meaning of conservation. Is it, as it was at the beginning of the conservation movement in the nineteenth century, a romantic, backward-looking process opposed to development in all its forms and reforming to count cost as a relevant criterion for any decision? Or is it a process of getting alongside other activity, developmental, political, educational ... to ensure that the interests of the built heritage and associated cultural values are not forgotten? To be effective in today's world, conservation must clearly be the latter, but there is a real danger that the true values of conservation as set out in the Venice Charter and subsequent documents may be compromised. Can economics prevent this from happening and unable to give adequate weight to the cultural and historic values supported by those who take the first position.

In the context of those general points, the presentation we heard concerned themselves with a number of themes. The first of these concerned methods of evaluation.



Here, there were two aspects looked at in the presentation. The first concerned techniques for bringing into evaluation the secondary financial effects of works of conservation. Examples here include the increasing revenues from tourists, in direct expenditure at the site itself or more generally in the economy of the country concerned. Another example is the improvement in the tax basis for authorities which result from the improvement of formerly derelict historic buildings. It was demonstrated that incorporation of these factors within evaluation can often justify investment in conservation which could otherwise be non-economic.

The other aspect concerned technical measures for the evaluation of non-financial factors. The care for conservation is greatly strengthened, if this can be done successfully, and the work of our own Chairman in the development of Community Impact Analysis makes a most positive contribution to the solution of this problem.

The second theme with which the papers were concerned was that of the application of economic analysis to specific cases. In the first group we were shown examples in which this had led to successful investment in conservation. For example, in France, monuments in the care of the state had been improved with the aid of private finance so that they attracted more visitors, gave them an improved experience and generated increased revenue. In the United States, the sale of development rights, and the use of small amounts of public funds had unlocked

problems in finding adequate resources for the repair and restoration of important buildings. In Germany, private investment ensured the restoration and subsequent commercial success of a whole street. On the other hand, a number of presentations from Eastern Europe showed clearly the size of the conservation task facing those countries, and underlined the likely difficulty of meeting it.

The third group of presentations concerned mechanisms and financial rules designed by governments to encourage conservation. From Australia we discovered the difficulties of deriving a new system to achieve the best value in terms of conservation of a small amount of money, while ensuring both equity, political acceptability and administrative simplicity. From the United Kingdom it was suggested that arrangements which have achieved much in physical conservation, have been based on little economic analysis. We received a review of government measures in places throughout Europe, showing how emphasis is shifting towards the involvement of private sector finance and the use of loan funds and other novel mechanisms.

This led us to the final theme which dominated our discussions. That was the whole question of mobilizing resources. It is clear that shortage of funds will continue to affect developed as well as developing countries for the foreseeable future. In these circumstances the concept of coverage is all important. Co-operation with and the use of funds

from Non-Governmental Organizations as well as the private sector can frequently produce successful conservation where it might otherwise have failed.

Finally, we were reminded that arranging this present political and community support are absolutely vital, not only at the level of governments and major institutions but also at local and community level. This support itself can contribute directly to the solution of intractable problems, as we saw in examples from the United States.

We questioned in our discussion how far these innovative solutions might be transferable from the developed to the less developed world. When there are well developed national programmes, many voluntary non-governmental organizations and financial assistance it would be easier to carry out international conservation programmes.

We also believe that our papers and reports carefully read and applied, can make a strong contribution to the great task which faces everyone wishing to further the task of historic conservation.

## 32. Presiding President : Concluding Remarks

*Prof. Senake Bandaranayake*

Ladies and Gentlemen,  
In the last six days, we have walked the long road of a General Assembly and nearly come to the end of our journey. Today we have completed the solemn task of electing a new Executive Committee and have adopted the resolutions of this meeting. We have had among us, more than 330 members of 63 of the 78 countries of ICOMOS. In four scientific symposia we have listened to nearly one hundred papers, and have had very much more than that number of presentations in the nineteen publications that have been issued on this occasion. We have concluded a great deal of business in the meetings of various committees. Above all, we have had the rare opportunity of the general body of the world membership of ICOMOS, meeting and interacting, renewing old friendships, and making new ones.

We in Sri Lanka have been extremely happy and greatly honoured to have received you here, to have had you with us, and to have made this historic occasion possible. We offer you our humble apologies for all the shortcomings in our arrangements. We are also sad that this exquisite moment has come to an

end. There is no better way to express my feelings than in the words of the great Japanese novelist, Natsume Soseki, who said

"Just as light and darkness are but opposite sides of the same thing, so, wherever the sunlight falls, it must of necessity cast a shadow. In the depths of joy, dwells sorrow, and the greater the happiness, the greater the pain. Try to tear joy and sorrow apart, and you lose your hold on life; try to cast them aside and the world crumbles".

We might say that this beautiful formulation applies as much to the core of the philosophy of conservation, as much it does to life. It is with great satisfaction mixed with sadness, therefore, that I hereby declare this Tenth General Assembly of the International Council on Monuments and Sites concluded.

## 33. Elected President, ICOMOS

*Dr. Roland Silva*

Dear Colleagues,

We are overwhelmed by the confidence that you have placed on us to guide the destinies of ICOMOS for yet another term of three years. If there is any truth in an element of success during the past three years, it was our capacity to work as a team with the full weightage of the organization shared evenly by every member. This is, indeed, the way of democracy and if there is success, it is this principle that has scored.

Ladies and Gentlemen, if we are to move forward under the same star of success, it is this same sense of democracy that will surely succeed. In the enlightened definition of democracy namely, "a government of the people and by the people", democracy must be more than respected, it must be strictly adhered to. We have every confidence that every member of the team has such ideals and objectives foremost in their minds following the results of this democratic vote.

It would be foolhardy for us to define new dimensions of collective action in a matter of hours, less than even a day. All we can say now is that we will faithfully follow the guidance given to us by the General Assembly by their debates on the

future plan as presented, discussed and concluded. We will stand by the resolutions that have been unanimously adopted. We will adhere as firmly as is expected of us with the statutes of the organization. Above all, we will listen closely to the "Voice of the Conscience of ICOMOS".

In terms of the administration of the organization, we have the new Secretary General in whom we have every sinew of confidence and who will surely guide the destinies of the Secretariat. The Treasurer General who is a wizard for solutions and a magician for resources will, no doubt, see the distant dream of a well provided institution in this area of finance. The results of the past three years in clearing the "archaeological" debts of a organization have surely set a foundation upon which we can now build a "financial" edifice.

The Director who is the chief anchor for all National Committees, International Scientific Committees, for the Advisory Committee, the Executive Committee and the Bureau is a broad shouldered personage that carries this enormous load with the gentleness of feeling and a ready smile. We pray the good God may

spare him for "our" sake. In the name of ICOMOS the consultants and the staff members of ICOMOS have shouldered a responsibility with committed love and dedication. This is truly the spirit with which the old monuments and sites should be cared and looked after. If we fail to tap the conscience of human feeling for such service, which other institutions can?

Finally, we may recall a note we presented to you in Lausanne namely, the "Sri Lankan recipe for response". For those who may have forgotten this, we will remind them that our intention is to:

(a) respond to all correspondence with a single star within a fortnight,  
 (b) respond to every item of correspondence with a double star within a week, and

(c) respond to every item of correspondence with a triple star within forty eight hours.

We do not for a moment profess that we have adhered to this convention to the efficiency of 100% during the past three years, but we have, at least, ensured that nearly all letters have been replied as soon as possible. However, the committed promise on this occasion is that we will continue to pursue perfection in this regard and would request any National Committee or International Committee or any member to be free to express any regrets in this regard, if necessary directly to the President, so that we will react promptly and would make good any shortfall, if there be any.

Once again, Dear Colleagues, please accept our very sincere commitment to a cause for which we

have dedicated our life. We were born free, and freely we choose to serve monuments and sites. This commitment, we will carry throughout our life, to our dying day.

Thank you all for your confidence.

### 34. Resolution Committee and Special Resolutions, Committee on Programme and Budget - Report

#### Resolution Committee Report

*Joseph Phares*

1. To encourage a sound exchange of experiences and successes in Heritage Preservation among ICOMOS member countries, independent of their political and financial situation.

ICOMOS/Brazil

2. To express ICOMOS gratitude to Sri Lankan Officials for the success of this General Assembly.

ICOMOS/US

3. To accept the invitation of the Bulgarian National Committee to hold the 11th Session of the General Assembly in Sofia.

ICOMOS/US

4. To express appreciation to the Canadian authorities for their support of ICOMOS and its Secretary General.

ICOMOS/US

5. To express appreciation to the Netherlands Government for its support of ICOMOS, its Treasurer General and its Secretariat Director.

ICOMOS/US

6. To express appreciation to the French Government for having supplied ICOMOS its accommodation in Paris and for its offer of, in its place, accommodation at Versailles.

ICOMOS/US

7. To express support for the creation of new national committees.

ICOMOS/US

8. To express appreciation to the Getty Conservation Institute and the Getty Grant Programme for their support of international programmes and for the grant of funds to support attendance at this General Assembly by those unable to attend otherwise.

ICOMOS/US

9. To express appreciation to the American Express Foundation for its grant for publication of "Trails to Tropical Treasures".

ICOMOS/US

10. To call upon affected NGO's and UNESCO to help resolve the French Government's retroactive imposition of taxes on such organizations previously exempt.

ICOMOS/US

11. To express support for UNESCO Director General Frederica Mayor and the World Heritage Centre in increasing the significance and effectiveness of the World Heritage Convention.

ICOMOS/US

12. To urge all NGOs to create public opinion to stop the destruction of Cultural Heritage in Bosnia Herzegovina and other states of the former Yugoslavia and to urge contribution and support to an



ICOMOS Disaster Relief Assistance.

**ICOMOS/TURKEY**

13. To urge ICOMOS to explore creation of a means of accreditation procedures for training programmes in Heritage Conservation in accordance with the Guidelines approved at this General Assembly.

**ICOMOS/JAMAICA**

14. To delegate the authority of the General Assembly to "determine the site of ICOMOS headquarters" to the Executive Committee until the XIth General Assembly in 1996.

**ICOMOS EXECUTIVE  
COMMITTEE**

15. To urge the Sri Lankan Government to act to prevent further demolition of the Colombo Fort.

**ICOMOS/UK**

16. To express concern about the safety of Angkor Wat

M.C. Subhadradis Distul, Thailand

17. To increase membership fees in ICOMOS by 30%.

**ICOMOS/GERMANY**

18. To formally adopt the Eger Principles.

**ICOMOS/GERMANY**

19. To urge ICOMOS National Committees to allow the admission of institutional and sustaining members as authorized by the ICOMOS statutes.

**ICOMOS/DENMARK, FINLAND,  
NORWAY, SWEDEN**

20. To recommend that ICOMOS persuade the UNESCO World Heritage Centre that monitoring of World Heritage Sites be made the responsibility of ICOMOS National committees of the country in which they are located.

**ICOMOS/PERU**

21. To ask ICOMOS, its President,

all national and International Committees to support the protection and monitoring of endangered or destroyed cultural heritage sites in Lebanon and to assist the Lebanese National Committee in its efforts to reconstruct and restore these monuments.

**Special Resolutions**

**Proposal to Approach Governments for  
Financial Support of ICOMOS**

Jan Jessurun

Nubuo Ito

Giora Solar

Joseph Phares

Monica Bilfinger

**PROPOSAL TO APPROACH  
GOVERNMENTS FOR FINAN  
CIAL SUPPORT OF ICOMOS**

Proposals made by Jan Jessurun in order to get 200,000 US \$ per annum

1) increasing individual membership fees

2) increasing institutional membership fees

3) obtaining support from governments

Regarding proposals 1) and 2):

- We propose to avoid raising of fees in order to encourage membership in developing countries.

- We propose to revise the decision which allows a 20% deduction of fees for National Committees who have over 50 members.

Regarding proposal 3):

We propose to approach those countries that we believe will support our goals and can possibly afford to support ICOMOS on a regular basis (see enclosed list). The approach should be made in coordination between the Bureau (President or Treasurer), the Vice Presidents of the regions and the Presidents of the National Committees. This action should be started immediately in order to get an answer before the

Executive Committee meeting in November 1993.

## Annex : Countries to be Approached

- SPAIN
- GERMANY
- AUSTRALIA
- BELGIUM
- CANADA
- FRANCE
- JAPAN
- NETHERLANDS
- UNITED KINGDOM
- USA
- AUSTRIA
- DENMARK
- NORWAY
- FINLAND
- SWEDEN
- SWITZERLAND
- ARGENTINA
- ISRAEL
- LUXEMBOURG
- ITALY
- NEW ZEALAND

## Committee on Programme and Budget, Report,

*Presented to the ICOMOS General Assembly,  
Colombo, August, 1993.*

The members of the Committee on Programme and Budget were approved by the ICOMOS General Assembly as proposed by the President of the General Assembly. They are:

Chair:

Joan Domicelj (Australia)

Members:

Jan Jessurun, Treasurer-General (Netherlands)

Bengt Johansson (Sweden)

Francois Leblanc (Canada)

Jean-Louis Luxen (Belgium)

Advisors:

Monica Bilfinger (Switzerland)

Emil van Brederode (Netherlands)

The Committee's objective is to interpret the triennial report of the Officers and to find means of fulfilling the seven strategies recommended in the Future Plan in a realistic way for the coming triennium. For that reason and for simplicity of expression, this report adopts the format of the recommendations in the Future Plan. The Committee wishes however to emphasize the conclusion of the Treasurer-General that:

"If, within the shortest possible delay, no solution can be found for the financial problems, ICOMOS will be bankrupt before the next General Assembly".

This means that recommendation number 6 must take precedence. It states that"

"The support structure of ICOMOS should be reinforced".

Without fulfillment of this recommendation the others cannot follow.

### THE SEVEN RECOMMENDATIONS OF THE FUTURE PLAN

#### 1. ICOMOS should confirm its focus on scientific professionalism

The Committee emphasizes the importance of the interdisciplinary nature of ICOMOS to achieve this aim.

#### 2. ICOMOS should create a Cultural Heritage at Risk Fund

The Committee strongly supports the Heritage at Risk Project proposed in an earlier paper to the Executive Committee and included in the Secretary General's report. It endorses the objectives for such an organization, namely:

"First aid: respond immediately without bureaucratic or governmental interference in times of natural disaster or armed conflict to aid threatened cultural heritage; preparedness: mobilize the expertise and experience of the world's conservation professionals, by optimising training facilities and creating a network of knowledge; advocacy: utilize financial and social resources to stimulate public awareness, education and ultimately the conservation of the cultural heritage on this planet".

#### 3. The organizational structure of ICOMOS should be simplified to enhance its efficiency and effectiveness

#### **4. The ICOMOS Secretariat should be reinforced**

Both the above recommendations are supported, but only insofar as they conform with the Committee's strong recommendation that the program and budget of ICOMOS for the next triennium is strictly tailored to the funds available.

#### **5. Links to information sharing networks and mechanisms should be improved**

This recommendation is also strongly supported but only in so far as these functions are capable of paying for themselves.

This means that ICOMOS may have to charge a fee for access to its various information products.

#### **6. The support structure of ICOMOS should be reinforced**

Because of the significance of this recommendation in the light of the Treasurer-General's report, the Committee's response is given in some detail below. Support should be sought from both public and private sectors.

#### **7. ICOMOS should become a truly global organization**

This recommendation is supported and the Committee recommends that ICOMOS Executive Committee continue to hold meetings in different regions of the world, as initiated in Australia 1992.

#### **SPECIFIC RECOMMENDATIONS**

##### **1. Finance**

###### **(a) General Remarks**

While it urges the Executive Committee to avoid activities without prior assurance of available funds, the Committee encourages further

regional activities and urges national committees, whether individually or in groups, to increase their activities on behalf of ICOMOS but at no cost to the international body. These can be activities such as publications, scientific meetings, symposia, tours or other fundraising activities using the expertise of members.

The Committee advises that total membership fees together with regular subsidies directly received from various sources, should cover the costs of all basic services received by members. Additional products of ICOMOS must be charged for, since unfortunately, ICOMOS can no longer afford to provide products and services at no cost. One mechanism could be the funding of the newsletter and other publications through advertising; another could be the charging of fees for Scientific Committee consultancies.

###### **(b) Membership Fees**

1. It is recommended that membership fees in future be paid in the currency of the host country. This will avoid the budgetary uncertainty created by variations in exchange rates.

2. The deduction of 20% of fees from National Committees who have over 50 members should be canceled. Once the financial situation has improved, this money could be directed towards the solidarity Fund proposed earlier.

3. The Committee recommends that the Secretariat and the Executive Committee step up their efforts to convince National Committees to pay their annual fees on time.

4. If National Committees feel that

they are unable to pay their annual fees they should ask the Executive Committee for a deduction. The General Assembly should authorize the Executive Committee to determine such deductions for a period of no more than 3 years.

###### **(c) Attracting new funds from the Private and Public Sectors**

1. Following the investigations made by the Executive Committee and the Secretariat since the last Assembly, the Committee believes that it will be very difficult to develop programmes or projects to attract private funds at this moment of time. The exception to this opinion is the launching of a programme for Heritage at Risk, described at Recommendation No.2 above. This is seen to be the best possible initiative for attracting both private and public sector funds, while simultaneously positioning ICOMOS at the forefront of the conservation movement.

The Committee is of the opinion that the time has come for ICOMOS to explore the possibility of accepting government members who are able to join the organization, by paying a substantial fee and playing an advisory role.

It is proposed that ICOMOS approach countries for regular, structural financial support. The countries approached should be those which support the goals of ICOMOS and which can afford this regular assistance to it.

###### **2. Headquarters**

The Committee considers that it is in the best interest of ICOMOS to remain in the Paris area, for reasons of prestige, proximity to UNESCO

and ease of operation. Because, of the current financial difficulties the Committee recommends that the Officers meet the political representatives of the French Government at the highest level to discuss ICOMOS' current situation and to request a continuation of financial support from France, as promised by André Malraux, when ICOMOS established its headquarters in Paris 20 years ago.

This is the preferred option. If however, this approach should fail to provide satisfactory short-term solutions; the Committee urges the Officers of ICOMOS to see some similar arrangement and support from other national governments.

This is the second option. However, if this approach should fail, the Committee advises that ICOMOS Programme and Budget for the triennium should be strictly tailored to the funds available to ICOMOS at the time. This may mean reducing the number of meetings or the number of Committee members (in accordance with above Recommendation Number 3 of the Future Plan) or even, eventually, it may mean closing the Paris Secretariat and operating out of the offices associated with the President, Secretary-General or Treasurer-General or some other similar, modest solution.

###### **3. World Heritage**

ICOMOS' statutory role under the World Heritage Convention is an opportunity for further professional development. The Committee recommends that ICOMOS promote the monitoring of the state of conservation of sites inscribed on the



World Heritage List as part of "a process of continuous co-operation involving local partners....", and that it continue to develop the intellectual content of World Heritage work, through the proposed global study, the definition of "authenticity" and so on. It is noted that the membership, should be fully informed of all World Heritage activities relevant to their countries.

In view of the major significance of ICOMOS' actions in this field, the Committee recommends that relations with the highest authorities of UNESCO be strengthened in order to ensure an harmonious approach to the various tasks involved.

#### **4. Co-operation with other NGO's**

A further initiative is recommended. It is that the new Executive Committee explore with UNESCO the possibility of creating an International Union for the Conservation of Cultural Heritage. This international body would parallel, in the field of the cultural environment, the role that the International Union for the Conservation of Nature (IUCN) plays in the field of the natural environment. It would gather together such non-governmental and inter-governmental organizations as ICOMOS, ICOM (plus ICAM), ICCROM and ICA, and other relevant international organizations. Governments would be invited to participate, with substantial membership fees, which in turn would be shared by the other non-governmental members of the Union. UNESCO should be requested to assist in organizing an international meeting leading to the creation of

this Union, just as it did for IUCN in 1948.

#### **5. Conclusion**

The Committee feels that their recommendations - if approved by the General Assembly - will contribute strongly to avoiding the possible bankruptcy mentioned by the Treasurer-General and to survive as a vital organization as it should be.

## **35. Invitation Pour La XIème Assemblée Général**

*Prof. Dr. Todor Kretev,*

Président de l'ICOMOS/Bulgarie

Monsieur le Président,

chers collègues et invités à XIème Assemblée de l'ICOMOS

Permettez-moi d'abord de vous remercier d'avoir confirmé la candidature de la Bulgarie comme pays hôte pour la prochaine XIe Assemblée Générale de l'ICOMOS.

J'aimerais remercier le Comité Exécutif sortant de l'ICOMOS qui a donné sa préférence à cette candidature et vous l'a proposée.

J'aimerais vous assurer que le Comité National Bulgare de l'ICOMOS consacrera tous les efforts pour garantir une Assemblée générale fructueuse en 1996 en établissant de larges contacts dans le système de l'ICOMOS et avec d'autres partenaires divers à l'échelle nationale et internationale. Je rappellerai que le C.N.B. est l'un des membres les plus anciens de l'ICOMOS, ayant contribué à la vie de l'Organisation, ayant accueilli plusieurs de ses manifestations, abritant le Siège du Comité international pour l'Architecture vernaculaire à Plovdiv.

Par ailleurs, je ne vous cacherai pas qu'une Assemblée Générale, préparée à l'heure actuelle en Bulgarie, réserve de graves difficultés et de problèmes pour notre Comité National. A l'heure actuelle la Bulgarie vit une transition

difficile vers la formation de nouvelles structures sociales, économiques et politiques; elle est en plein dans un processus de démocratisation et d'ouverture au monde.

Qu'est-ce qui nous permet d'espérer et d'avoir le courage pour maintenir notre candidature en ce moment?

Pour la première fois après la chute du mur de Berlin, l'ICOMOS se réunira dans un des pays, connaissant le changement le plus considérable à l'heure actuelle. L'un des pays de "l'Europe de l'Est" - non pas comme une notion géographique, mais comme une notion politique.

Bien entendu, l'ICOMOS est une organisation professionnelle et non pas politique. C'est bien pour cela que pour nous, sont importantes les conséquences professionnelles des grands changements sociaux. Ces changements sont un grand défi à l'égard du monde de la conservation car il s'agit d'un monde fragile. Ils sont aussi un risque pour les valeurs culturelles universelles.

Permettez-moi de poursuivre, sur le fond des images de ces valeurs justement - les sept monuments bulgares de la Liste du Patrimoine

Culturel et certaines villes historiques bulgares.

Les grands changements sociaux influent sur la politique, la stratégie, les structures, les méthodes pour la protection de ces valeurs. En fin de compte, et cela s'est vu confirmé au cours de la présente Assemblée Générale à Colombo, ces changements touchent aussi l'ICOMOS même qui est à la recherche d'un nouveau contenu et d'une nouvelle forme plus adéquate aux nécessités du monde d'aujourd'hui.

Il s'agit par conséquent de problèmes qui ont un caractère non seulement régional mais aussi universel dans le monde actuel en mutation perpétuelle.

La tenue de l'Assemblée Générale en Bulgarie offrira un contexte approprié à l'étude de ces problèmes et à l'étape historique actuelle.

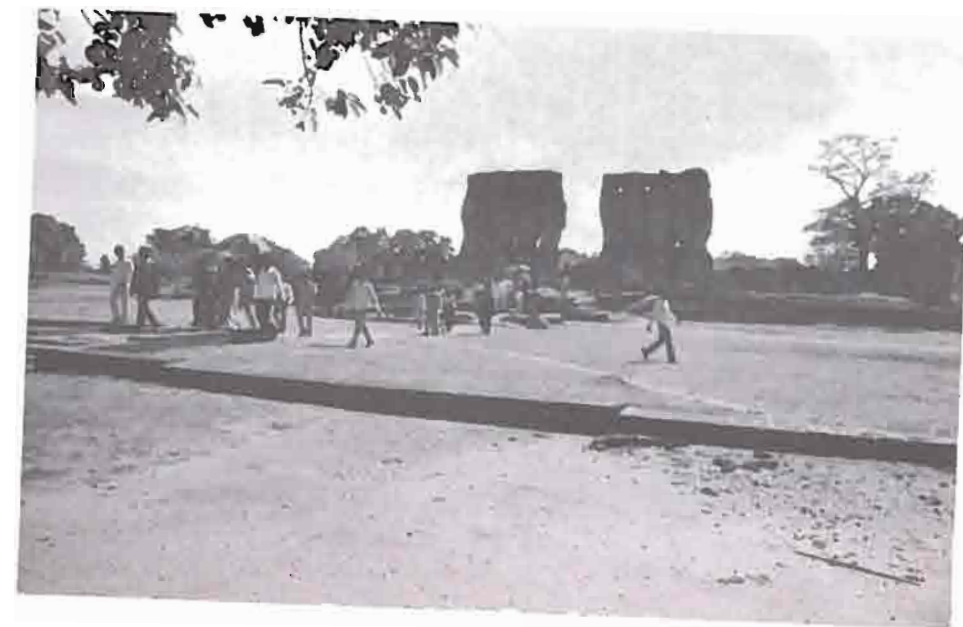
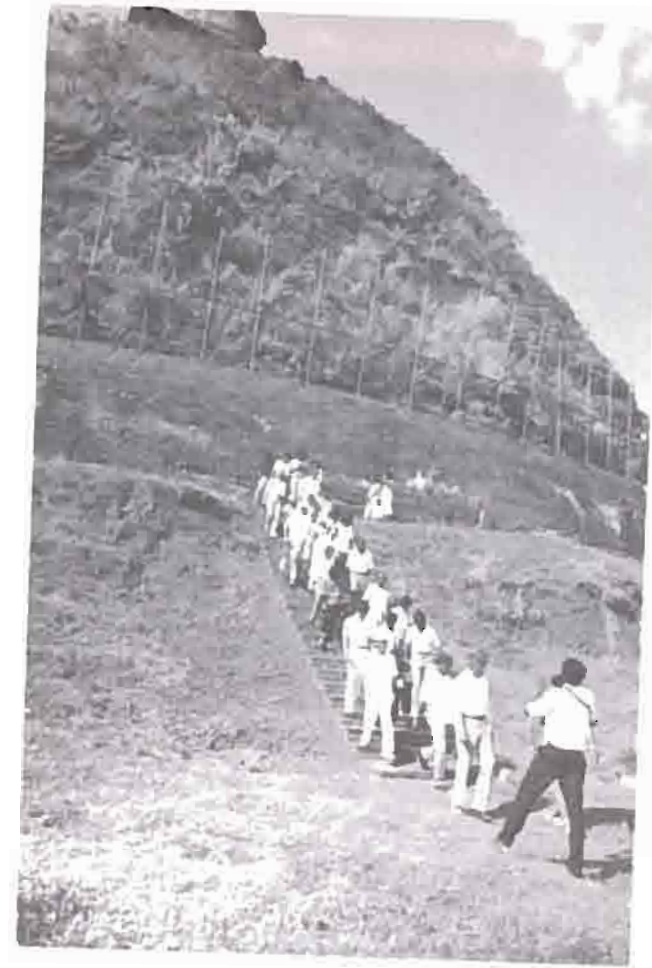
D'un autre côté nous avons en vue aussi le contexte du patrimoine culturel de la Bulgarie qui est un trésor authentique de biens culturels. Un trésor qui présente une diversité exceptionnelle de couches historiques de la Préhistoire, de l'époque moderne, couches superposées dans ce véritable carrefour de civilisations que sont en fait les terres de la Bulgarie.

Voilà quelques-unes des raisons qui nous donnent du courage et nous permettent d'escompter le succès de l'Assemblée Générale en Bulgarie et qui aujourd'hui m'autorisent à espérer qu'elle aura au moins autant de succès que celle de Sri Lanka.

En vous souhaitant du succès, le Comité National bulgare de l'ICOMOS vous attend à la XIème

Assemblée Générale de l'ICOMOS en Octobre 1996 à Sofia.

## 36. National Tour











### 37. Public Lecture - Principles of Monument Conservation

*Prof. Dr. Michael Petzet*

Lecture delivered at the  
German Cultural Institute, Colombo,  
on Monday 2 August 1993.

In the debate about the basic tenets of modern preservation we sometimes overlook, on account of such historically encumbered and variously interpreted general terms as "restoration" or "reconstruction" and such catchphrases as "conserve, do not restore", the fact that general principles do indeed exist, regardless of whether or not the goals of preservation can be made to prevail within the framework of differing provisions for the protection of monuments. Indeed, there are principles of preservation that strictly speaking have always been valid or should have been so. A seemingly self-evident truth must be stated foremost: preservation means to take care of monuments, to preserve and maintain them, not to falsify, damage, impair or even completely destroy them. In the form of the Venice Charter (Charter on the Conservation and Restoration of Historic Monuments and Sites) passed in May 1964 by the second International Congress of Architects and Technicians of Historic Monuments, we even have an international paper on principles that is still valid today, although from a current point of view it could of

course be revised in detail and supplemented with further points of emphasis.

In Germany more and more monuments "glow with a new splendor", our villages are "renewed" thanks to public programmes, entire quarters of old towns were "totally rehabilitated": In view of the losses inevitably connected with all these measures, we may be reminded of the old saying "poverty is the best preservationist". But then again it can be rightly pointed out to us that in other countries entire monument landscapes are perishing forever for want of building maintenance: the age-old tradition of earthen architecture in northern Africa which is particularly dependent on constant maintenance, as well as the decaying stone buildings of abandoned villages and towns in some regions of Europe. Here for various reasons the most basic maintenance is lacking, a task that in preservation is sometimes overlooked for so long that expensive repairs become necessary. Perhaps the question arises whether the damages are already so advanced that repair is no longer possible; thus either the

ultimate loss of the monument must be accepted or a drastic rehabilitation may represent the only solution. In the following the repair of monuments is understood as a general term that includes measures for conservation and safeguarding, for restoration, for renovation and for the replacement of missing elements, whereas maintenance is used to mean limited, continuous preservation measures. In contrast to normal building maintenance, maintenance of historic buildings must always take into account the fabric which is important in terms of preservation, as well as the monument character of a structure. Under these conditions proper maintenance can be the simplest and gentlest type of preservation because it guards against potential damages, especially those caused by weathering, and thus preserves monuments intact over centuries. "It is essential to the conservation of monuments that they be maintained on a permanent basis" says Article 4 of the Venice Charter.

Maintenance will take care of itself in conjunction with the appropriate use of a historic building (particularly where residential use is concerned). Out of the sum of such individual maintenance measures the image can arise of an old town that does not deny its age, an old town that neither seems unnecessarily "spruced up" nor approaches a state of decay which may be picturesque but is highly dangerous for the historic fabric.

Apart from buildings in continual use, some groups of monuments require only occasional maintenance

measures, but the work must be done again and again; this could include, for example removal of plant growth that endangers the monument's fabric. Still other monument groups such as historic parks with their paths and plantings continually require intensive care. On the other hand, our underground archaeological monuments could survive without any maintenance for centuries and millenia - if only they were protected from constant endangerment caused by human interference.

In this context reference can be made to a trend-setting model, of which little use has been made to date: maintenance contracts with restorers for outstanding appurtenances which are particularly endangered, for instance for climatic reasons. Dangers to art work could thus be discovered early; minor initial damages could be repaired year after year by a restorer without great expense. Over the long term the sum of simple conservation measures would render larger restoration work superfluous - certainly the ideal case of maintenance but in fact nothing other than the model of the service contract for the heating system or the washing machine. With modifications this model of maintenance could also be applied to general preservation of historic buildings. Anyway, the issue of maintenance must be taken altogether very seriously, as failure to do so may lead to the possibility of deliberate neglect, by which the conditions for a desired demolition permit are occasionally quite consciously attained.



Even the boundaries between maintenance and repair are fluid. In general the repair of a monument would be considered a measure which occurs at greater intervals and is often necessitated by inadequate maintenance. The first principle of repair should be: After thorough analysis every measure is truly to be limited to the most necessary.

It is unfortunately an error to assume that the higher costs for unnecessary work would anyway ensure that only necessary work will be done. A change or increase in use, inadequate preliminary investigations, mistaken planning, incorrect technology and execution, sometimes even a misguided "preservation" plan which inclines towards perfection are among the various causes that can lead to an unnecessary, radical renewal that - quite apart from the increased costs - leaves practically nothing of the monument.

Out of the principle of limitation to the necessary - in fact self-evident but always again needing special emphasis - arises the principle that repair takes priority over renewal or replacement of components. So the principle: As far as possible repair rather than renewal!

Without going here into the parallels to this principle in the field of restoration of works of art, the principle of limitation to the necessary and thus the principle of the priority of repair over renewal should be made clear to the planners and above all - and again and again - to the craftsmen who carry out the work, craftsmen whose training today has accustomed them to only

building a new wall, plastering a wall anew, carpentering a new roof frame, retiling a roof, making new floors, new windows and new doors, and so on. That preservation calls for limitation to the absolutely necessary and thus for repair that is adapted to the actual extent of damages, often demands radical rethinking not only on the part of planners and craftsmen but in particular on the part of monument owners. In our modern throw-away society which produces to a certain extent not only consumer goods but also entire buildings on the assembly line the ability to repair and to use materials sparingly (which in earlier centuries were a matter of course for economic reasons) are often underdeveloped or completely lost. So, the repair of a monument must be carried out in appropriate materials and techniques, - provided that a modern conservation technique must not be employed for purposes of preservation. that means : Repair using historic materials and techniques!

The door, the window frame, the roof structure are thus best mended using an appropriate wood, the old plaster is best added to in an appropriate technique, likewise the brick masonry is best repaired with bricks, the rubble wall with rubblestone, and so on. Used as an addition to old plasterwork or as new plaster over old masonry walls, modern cement plaster is, for example, not only an aesthetic but also soon a serious construction problem leading to further deterioration, just as does a concrete fill in masonry work. Of course all

such repair measures are to be executed according to craftsmanlike techniques. In many cases modern hand tools, small electric machines, and so on can also be used to a reasonable extent, but the technical aids of the modern large-scale construction site should not be employed, as they can only lead to unnecessary destruction in a historic building.

The principle of repairs carried out in historic materials and techniques does not mean of course that in special cases the most modern techniques are to be excluded, for instance if traditional repair cannot remedy the cause of damage or if repairs would destroy essential monument qualities, whereas modern technology would guarantee greater success in the preservation of original fabric. In certain cases the use of conservation-oriented protective technology is unavoidable. In general, the same preservation principles are also valid if mere repair work must be completely exchanged: for example, use of clay roofing tiles which, aside from their aesthetic effect, possess different physical properties than substitute materials such as concrete tiles; use of wooden window frames instead of plastic ones, of window shutters instead of roller blinds; rejection of all the current facade coverings such as asbestos cement or plastic. All in all, this means renunciation of our present day's industry-made, throw-away products that are propagandized daily in advertisements.

Finally on the subject of repair another point that is of importance for every preservation measure must

be needed: In accordance with the principles valid for conservation and restoration measures, all interventions necessary in connection with repair measure such as mending and replacement of components should be "undoable". This **principle of reversibility**, not directly addressed in the Venice Charter but mentioned often in modern preservation practice, is closely connected to the principle of repair described above. Given the interventions that are unavoidable in individual cases, this principle mostly involves approximate values - more or less reversible - rather than an "absolute" reversibility that can only rarely be guaranteed. Finally, the field of repair also encompasses technology for safeguarding monuments. Safeguarding technology embraces the broad spectrum of all materials and constructions within a monument, from the conservation of pigments, paint layers and plasters to the structural protection of historic foundations, walls and load-bearing systems. Deciding whether and how repairs should be made or whether and how a safeguarding measure should be carried out is certainly among the more difficult, specialized planning tasks for which the preservationist together with the engineer or chemist must work out a technical plan in accordance with the monument character of the object. But without preliminary investigations to ascertain a building's particular monument character and to identify damages, qualified decisions are not possible; moreover, results will be hardly controllable in preservation terms - the result could

even be what we could call a "rebuilt" monument.

With the example of a totally "rebuilt" historic monument we come near to the term **rehabilitation**. Subject to very different interpretations, rehabilitation refers at least in current practice to more comprehensive and far-reaching work than is involved in the forms of preservation-oriented repair described here. All in all under the term rehabilitation we understand much more today than "recovery", namely work that is sometimes necessary and is sometimes too extensive and far-reaching, resulting as it does from accommodation to modern standards and provisions, from changes in use and from ideas for revitalization that are not necessarily oriented to the given of the building's historic fabric.

Thus, the rehabilitation of a house accommodates the building to today's residential needs, for example through installation of a new heating system, renewal of electric sanitary installations - all **necessary modernization measures** that go beyond purely preservation-oriented repair work. Valid here too is the preservation principle that interventions in the original fabric made in connection with modernization measures are to be kept as limited as possible while nonetheless enabling reasonable further use. If not a single building but rather an urban quarter or an entire city is being rehabilitated, the term **urban rehabilitation** is used. Extensive investigations of the economic and social structure can precede urban rehabilitation. In some circum-

stances it is based on general demands - for example transformation into a "central business district" with department stores, parking buildings, and so on - that simply deny the given historic structure. Clearance urban rehabilitation practiced in past decades after the Second World War in the Federal Republic of Germany has resulted in either total removal of the stock of monuments and thus, from a preservation viewpoint, has actually achieved the opposite of "rehabilitation", or it has involved extensive demolition and reordering with the retention of a few historic buildings, which likewise is near to far-reaching annihilation of the monument stock and the historic infrastructure. The readily used term "urban renewal" can signal "urban destruction" from a preservation point of view. By now, clearance renewal in Germany has happily become the exception, and frequently rehabilitation is being practiced "from house to house". In the best cases repair in a preservation-oriented sense is being practiced according to the principles already been described for repair are to be called for with the rehabilitation of a single building and with that of an entire urban quarter. A preservation-oriented rehabilitation also has need of the "gentle", more craftsmanlike technologies. Not desirable are technologies where implementation requires procedures according to the "tabula rasa" method, or that at least initially and inevitably cause enormous damages: for example the large opening made in the church wall or the city walls - indeed

demolition or half the structure that is actually intended for so called "rehabilitation" - just in order to get the equipment "on the scene" and to work "rationally". Here in many cases it would also be more advantageous economically to work according to a preservation-oriented point of view. The principle of reversibility will also be very helpful in judging a rehabilitation measure. The partition wall, for example, necessary for use of a building can be "reversibly" inserted as a light construction without massive intervention in the wall and ceiling, and thus can be removed again during future alterations without difficulty. Is this intrusion in the historic monument really necessary for preservation of the building, and is there not a much simpler, less radical, perhaps also essentially more intelligent rehabilitation solution? From a larger perspective the new building which accommodates itself within a gap in the property lots of an old town undergoing urban rehabilitation - a modest solution reduced to the necessary - will also appear more reversible than a structure such as a parking building or a high-rise building that irrevocably breaks up the urban structure.

Now to the terms **Conservation, Restoration, Renovation**. In the history of preservation the terms conservation, restoration and renovation have to some extent been very differently defined, for example with Dehio's famous slogan "conserve, do not restore". Even in modern specialized literature they are often used without differentiation -

restoration a general term for restoration and conservation, renovation instead of restoration or the other way round - not to mention the fact that in some countries an additional term, "reconstruction", is used instead of restoration or renovation in historic building preservation, regardless of whether a structure is in fact being reconstructed, restored, renovated or merely conserved. Of course, even if the term restoration must cover preservation measures of very different types, from restoration of prehistoric ceramics or of a painting to restoration of the exterior or interior of a large historic building, it appears useful to define conservation, restoration and renovation as differing methods of repair with differing objectives, within the frame work of the overall heading of "repair" of monuments already described here in its extensive meaning. Although the terms can thus be differentiated from one another, in fact these methods can of necessity be used in combinations, because the establishment of a plan for repair of a monument must be based on the actual circumstances of its state of preservation, its environment, its significance and its previous and future function. The important field of safeguarding, already mentioned above, is to be considered within the context of conservation. A precise handling of the repair methods of conservation and safeguarding, restoration and renovation, which in practice overlap within one another to such a degree, becomes necessary time and again because unfortunately the basic goal



of all preservation measures, already laid out above, disappears not infrequently behind justifying undifferentiated catchwords of a successful so-called "restoration" or "renovation" which cover up all manner of work - and in the extreme case even destruction of the original. To repeat once more: Every preservation measure - whether conserving, restoring or renovating - should serve the preservation of the monument and its historic fabric; in other words, serve the preservation of the original in the form with which it has come down to us, with its various layers and with its outstanding and its seemingly secondary or insignificant components. Under the heading "Aim" Article 3 of the Venice Charter summarizes briefly: "The intention in conserving and restoring monuments is to safeguard them no less as works of art than as historical evidence". From the basic objective it becomes clear that in certain cases only conservation and safeguarding are acceptable; a restoration or a renovation appears possible or desirable only under certain pre-conditions, or under certain circumstances is strictly rejected.

**To conserve (conservare) means to keep, to preserve.** Thus the basic attitude of preservation comes most purely to expression in conservation: **to conserve is the supreme preservation principle.** Conservation measures that protect the fabric of a monument and prevent that fabric's further loss should therefore, like safeguarding, measures, have absolute priority over all other measures in every case.

This unfortunately cannot be taken for granted because not infrequently a monument is renovated or even reconstructed at great cost while parts of the same building continue to deteriorate without urgently necessary conservation measures.

All these measures that serve the preservation of the fabric of a monument are to be counted as conservation measures. Conservation means, for example, stabilization of the original fabric of a monument: impregnation of a stone sculpture or injections in the cavities behind a layer of plaster, the re-laying of peeling pigment on a painting or a polychrome sculpture, strengthening of the picture support, and so on. For a historic building all measures are included that prevent further decay and preserve the original fabric. The castle ruin plays a central role in the well-known preservation debates in 1900, at the turn of our century. Here the monument value also lies in precisely the fragmentary, ruinous state that reminds us of the past, that makes history present through the "scars of time". Between the idea of reconstruction, which crops up sometimes even today, and the occasionally advocated idea of letting the ruin "perish in beauty", the conservation plan must seek the correct path for each individual case: stabilization of the walls according to the preservation principles already described above under the heading repair, but only just stabilization, without falsification of the character of the ruin through unnecessary additions. In this context we can understand the thought that certain

wall remnants and findings are and will remain best conserved under the earth, better than in the case of the amateur excavations, unfortunately so fondly undertaken in my country on medieval castles, excavations that without supervision only irrevocably destroy their findings.

As not only the example of the castle ruin makes clear, to conserve means to preserve the monument also in a fragmentary state: the fresco that is preserved only as a fragment, the fragment of a sculpture, a vase or an epitaph, are all objects which should not be "falsified" through additions in the sense of a restoration or renovation. In other words, **for certain groups of monuments conservation is the first and only measure!** It is obvious for several reasons that this concerns in particular monuments that are to be seen in a museum context. In contrast, an inhabited old town cannot be preserved as a historic district using conservation measures exclusively. The "use-value" of many groups of monuments demands repair or careful rehabilitation that goes beyond conservation measures and thus also involves additional preservation methods which certainly include restoration and perhaps also renovation measures. However, conservation always is and will remain the starting point for all deliberations in the field of preservation.

**To restore (restaurare) means to re-establish;** in the following it is not to be defined as a term meaning major preservation measures, as is to a large extent customary, but rather as a measure that is to be

differentiated from conservation and safeguarding or from renovation. The Venice Charter says that the aim of restoration is "to preserve and reveal the aesthetic and historic value of the monument and is based on respect for original material and authentic documents". Thus it should go beyond merely "preserving" or conserving, work to "reveal" aesthetic and historical values; or in other words, to accentuate values of a monument that are hidden, disfigured or impaired, to "re-establish" them. Whereas the conservation of the existing fabric of a monument only attempts, as far as necessary, to stabilize individual areas technically and to eliminate sources of danger that directly threaten the fabric, restoration is concerned with the overall appearance of the monument as historical and artistic evidence. therefore, following the safeguarding and conservation of the original fabric, a restoration adds new elements, without reducing the original fabric. A restoration can also aim beyond the harmonizing or filling-in of gaps, to undo disfigurements from previous restorations. But we must always be conscious of the danger that this fresh restoration can also interpret certain aesthetic and historical values in a biased manner or can even falsify, thus perhaps "disfiguring" the monument just as did the earlier restoration. Finally, a restoration can reveal once more a monument that was previously completely hidden, such as a classical temple beneath later construction or a medieval fresco under layers of later



interior decorations.

With the re-exposure of a certain layer - such as a painting that is not visible but in fact be extremely well conserved underneath several layers of lime - a critical question must always be addressed: what is the goal of the restoration of a monument that, as so often is the case, is composed of very different historical layers which are all part of the monument and are all evidence of its history with its various traces of age. In such cases, after considerations based on detailed preliminary investigations, we can only proceed with the greatest of caution, in accordance with article 11 of the Venice Charter, which clearly dismisses the restoration practices of the nineteenth century that aimed at a "unity of style": "The valid contributions", says the Charter, Of all periods to the building of a monument must be respected, since unity of style is not the aim of a restoration. When a building includes the superimposed work of different periods, the revealing of the underlying state can only be justified in exceptional circumstances and when what is removed is of little interest and the material which is brought to light is of great historical, archaeological or aesthetic value, and its state of preservation good enough to justify the action".

Extreme care is thus required. The few particles of pigment that are perhaps remaining from the Romanesque polychrome of a wooden sculpture no more justify the removal of a fully preserved baroque polychromy than do the remains of a Roman ashlar stone wall justify

demolition of an entire building that has evolved over the following centuries. Given the diverse layers of a monument and the varying goals for a restoration project, excesses occasionally arise from a so-called **"analytical restoration"**, which would like to show, at least in part, all the historic states of a monument. But: **The safeguarding of evidence is necessary - the search for these traces cannot become the end in itself, determining the goal of restoration.** Moreover, earlier historic states can also be reconstructed on paper for scientific publication. Regarding the late Gothic fragments in a baroque church, for example, advice could be given with good reason not to restore them but to cover them up again, after conservation if necessary, in order not to endanger the aesthetic and historic whole of the monument. If "analytical restoration" as a sort of specimen preparation "of various historic states with good reason hardly practiced anymore today, adversely affects the coherent overall appearance of a monument and leads to loss of fabric in individual areas, so on the other hand the idea of **"restoring back"** to a single historic state, a concept that is always turning up anew, implies removal of entire layers of a monument. Here a constant conflict with the supreme dictate of preservation, that conserving and preserving of historic fabric, is preprogrammed, as is conflict with the restoration principle, already cited above in Article 11 of the Venice Charter, of accepting the existing state and only re-establishing a particular

earlier state in well-justified, exceptional cases.

**To renovate (renovare) means to renew** and together with conservation and restoration it is a third widespread method for repair in preservation, although it is not mentioned specifically in the Venice Charter. Renovation aims particularly at the aesthetic unity of the monument in the sense of "making new again" the outer appearance or the visible surface of a monument, whereas "making visible again" by means of conservation work, cleaning and re-exposure in combination with replacements still belongs in the realm of restoration.

In case of renovation of a monument that consists of different layers, the same conflicts of aim arise as have been described above in the context of restoration. Here, too, Article 11 of the Venice Charter applies: renovation measures must accept in principle the evolved state of a monument with all its superimposed historic layers; no layer may be sacrificed to the aesthetic unity that is the aim of the renovation, unless there is justification based on detailed investigations that carefully weigh the gains and losses. Given the priority of conservation and the principle of limitation to the necessary that is generally valid for the repair of monuments, it could, however, be argued that conservation is always necessary, restoration is justifiable under certain conditions, but renovation, meaning as it does, to renew and therefore to destroy, is not compatible with preservation's basic demands.

In practice, historic fabric is in fact being destroyed even now to a shocking degree in the name of "renovation" and also in the course of many so-called "restorations". The great danger with renovation lies in the fact that it is preceded by at least a thorough "cleaning" of the surface of the monument: complete removal and renewal of plaster; scraping off earlier polychrome layers on an old altar, in order to be able to renovate it "according to findings" or freely "according to taste" of the executor; stripping the layers off a figure and thereby destroying an essential part of the artistic and historical statement of a work of art; even total reworking of a weathered wooden or stone sculpture through "re-carving", a renovation that in the end falsifies and completely devalues the monument until it is beyond recognition.

But in spite of the indisputable dangers suggested here, a renovation which pays attention to the principles of preservation can be considered a preservation measure. Even if we constantly remind ourselves that the new layer from a renovation cannot be a fully valid stand-in for the old fabric beneath with its special "age-value", in preservation practice there are indeed certain areas in which renovation is the only way possible to preserve the historic and artistic appearance of a monument and to conserve the original layers beneath. A renovation measure is thus justifiable if it has a conserving effect itself or if conservation measures prove to be unfeasible. However, as with conservation and restoration,

such a renovation must be understood as being "in service to the original", which should not be impaired in its effect and should be protected from further danger.

It is no doubt self-evident that there are groups of monuments for which a renovation does not come into question, according to the above-mentioned principles because only conservation and restoration work are within acceptable limits. Renovation must be rejected as a method in particular for a wealth of "art monuments" which in general can only be conserved or under some circumstances can be restored but which may not be renovated. This applies also to archaeological monuments and to artifacts that are put together from fragments, which may only be conserved and, as far as reasonable and necessary, restored; a total "renovation" of these objects would destroy their character as evidence. Renovation as a widespread method is acceptable in preservation practice only if original fabric is no longer technically conservable and must be replaced or if old fabric can no longer be exposed to the effects of environment or use and must be covered over for protection. In both cases renovation measures should be justified and supported by clearly graspable preservation-oriented preliminary investigations and a preservation plan.

If an attempt has been made here to differentiate conservation, restoration and renovation measures from one another, in conclusion it must be emphasized that it is a matter of a graduated system of

preservation repair measures; in other words, there are monuments that under certain circumstances should only be conserved but not restored, or that may be conserved and restored but in no case renovated. Added to this is the interconnection of conservation, restoration and renovation measures that, according to the circumstances, may be carried out one after the other or simultaneously.

If it is no longer possible to fulfil the fundamental demand for repair, preservation of a monument can require the replacement or completion of components, according to the original form and materials, as already mentioned. Exchange or replacement of elements under the conditions of the Venice Charter, Article 12, also the use of copies in order to save the original, debatable only in a limited scope, raise fundamental questions, as does the issue of methods that go beyond replacement, namely **partial construction, reconstruction and rebuilding** of monuments. These are issues that the Venice Charter does not or only indirectly addresses.

Unfortunately we have not enough time today to discuss the questions of replacement or of reconstruction in detail, so let me thank you for your interest. And without going into more detail concerning the fundamental preservation positions that are touched in this context, the words with which the introduction of the Venice Charter can be taken as a conclusion: "Imbued with a message from the past, the historic monuments or generations of people remain to the present day as living

witnesses of their age-old traditions. People are becoming more and more conscious of the unity of human values and regard ancient monuments as a common heritage. The common responsibility to safeguard them for the future generations is recognized. It is our duty to hand them on in the full richness of their authenticity."

## 38. Workshops - Report

### *Gamini Wijesuriya*

Although we had planned for five workshops to be held before and after the General Assembly, only three were held. They were the following:

a) Workshop on Maritime Heritage.

b) Workshop on Medieval fortification.

c) Workshop on the Conservation of Monuments and Sites.

#### **Workshop on Medieval Fortification**

This was held on the 9th August 1993 at the Sri Lanka Foundation Institute. The workshop was co-chaired by Prof. Gruszecki of Poland and Mr. Gamini Wijesuriya of Sri Lanka and the ICOMOS co-ordinator was Mr. I.D. Kuruppu. This was attended by about 25 International and National delegates. At the request of Prof. Gruszecki, the workshop was to review the developments from ancient times, first with the crusaders from Europe to Asia Minor, and later with engineering achievements and transportation facilities, from Europe to the rest of the world. Particular attention was given to castles, fortresses and fortified towns in colonial times. Comparative data

from military architecture outside this region was also considered important. On this basis, it was decided to pay special attention to history, topography, scientific research, popularisation, and care of monuments through conservation and adaptation of such edifices for contemporary use.

Apart from the address of Prof. Gruszecki, Mr. Leo van Nispen, made a presentation on conceptual and technological development of fortifications built by the Dutch in Sri Lanka where there are about thirty five of these fortifications. Mr. Gamini Wijesuriya made a presentation on the Sri Lankan material. Mr. Romi Khosla spoke on the Indian fortifications. A presentation was also made on Sri Lankan traditional fortifications and those from Pakistan. The discussion was a stimulating exercise and the seminar continued throughout the day.

#### **Workshop on Maritime Heritage**

The workshop was conducted over two days, 8th and 9th August 1993, and it was the first ICOMOS workshop to be conducted on this subject. The ICOMOS International Committee on Underwater Cultural

Heritage had been formed only in the previous year, 1992.

The workshop was conducted at the Agricultural Research and Training Institute, in Colombo, and it attracted both Sri Lankan and foreign delegates. The organiser was Mr. Somasiri Devendra, a member of the International Committee. The participants included Graeme Henderson - President of the International Committee, Dr. Robert Grenier [Canada], Dr. Dan Lenihan [USA] and Dr. S.R. Rao [India]. Presentations were made by Dr. Dan Lenihan on the "Management of submerged cultural resources", Prof. Vinnie Vitharana spoke on "Sri Lankan - Maldivian connections", Robert Grenier lectured on the "Thirty years of underwater cultural heritage management", Dr. S.R. Rao on "Underwater explorations off Dwarka, India", Dr. Thelma Gunawardena on "Sri Lanka's first Maritime museum", Dr. Moira Tampoe on "An analysis of artefacts found from Galle", Mr. Gihan Jayatilleke on "Maritime Archaeology in Sri Lanka", Mr. Somasiri Devendra on "The need for and the steps to be taken towards legislation to regulate maritime archaeology in Sri Lanka" and Dr. Malik Fernando on "An analysis of the glass bottles found in the Galle harbour". Prof. Jorge O. Gazano of Argentina also made a presentation. The final session was a panel discussion chaired by Dr. Moira Tampoe on the theme of "Developing Maritime Cultural Heritage in Sri Lanka". Several of the presentations were illustrated with slides and videos.

The problems of Sri Lanka that surfaced at the workshop were commented upon at the Second Annual general Meeting of the International Committee and is minuted as follows:

"Somasiri Devendra reported on the success of the workshops held in Colombo over 8-9 August 1993. Various speakers at the workshops outlined the different programmes in Sri Lanka and abroad and a panel discussed the current issues of the importance of Maritime Archaeology to Sri Lanka. One of the participants made an offer to introduce an overseas group including the well known writer Dr. Arther C. Clarke, to raise artifacts from a wreck on the Great Basses Reef, in return for a share of the artifacts".

#### **Workshop on the Conservation of Monuments and Sites.**

The Getty Conservation Institute held a major workshop on the different facets of conservation applicable to movable and immovable cultural property between 28 - 29 July 1993 at the Hilton Hotel. There were nearly thirty participants and it was a follow up on the Hawaii Symposium meant for those of the Asian and Pacific Region.

The topics undertaken for discussion at this workshop will illustrate the varied nature of the subjects studied and the depth of such discussions. The topics discussed were as follows;

#### **Topic A**

*Legal Protection - Strategies for self-effective protection; What is new ?.*

- Illicit trafficking of movable



#### Cultural Heritage

- Zones or monuments - Strategies for effective protection
- Efforts to mitigate deterioration to archaeological sites and historic monuments

#### Topic B

##### *Tourism and Visitors*

- Cost and Benefits
- Site management; examples
- Visitor management in historic centres

#### Topic C

##### *Mitigation of Threats*

- Urban issues - infrastructure, sewerage, physical impact of pollution and building incursion
- Tourism as a threat
- Development in historic centres
- Inappropriate policy

#### Topic D

##### *Public Education*

- Local population
- Tourists
- Public education/sensitization to issues of heritage protection

#### Topic E

##### *Training*

- Ideas as generated in Hawaii: any development since then? plans?.

The lectures and the discussion details of the workshops will, no doubt, be published in due course.

## 39. Specialised Visits - Report

*Nirmala De Mel*

The visitors to the 10th General Assembly of ICOMOS took advantage of a series of Sri Lankan tours that were arranged by Quickshaws Ltd. These were tailor made to cover some academic aspects of Sri Lankan culture. The five tours that were available included;

1. Colonial Forts
2. Gem Country
3. Botanical Tour
4. Socio-Anthropological Tour
5. Ancient irrigation systems

Details of these are attached. The feed-back received the most often repeated notion that they had not left more time to see more of the country. Whilst the tours utilized the time available, they said they would have liked more time to "meet the people" as the "Anthropological Tour" had an opportunity to do.

It must be noted that the response was poorer than anticipated, resulting in lower cost effectiveness and profitability. However, Quickshaws had made an independent contribution to the conference fund.

For future exercises, it would be worth publicizing tours earlier; with the opportunities attractively presented when delegates are making travel plans, so that they allocate

their time comfortably.

The demand for the tours was as shown :

- Tour A - 11
- Tour B - 23
- Tour C - 03
- Tour D - 03
- Tour E - 05

Numbers did change considerably at the last moment, as the delegates joined friends, changed travel plans and so on. This led to some confusion, adjustment of payments being required at short notice.

Payments caused some problems, with most delegates paying by credit cards or in US currency. Currency exchange was dealt with by Quickshaws Tours as we are authorized to accept it. Where delegates had paid previously, reimbursement had to be arranged and this took time sorting out.

In conclusion, we thank you for the opportunity to serve on the committee and look forward to working with you on all aspects of travel and tour work again.

## ICOMOS Specialized Post Congress Tours August 1993

### Theme GEM COUNTRY TOUR A

Duration Three Days

Approximate mileage 316

DAY 1 Approximate mileage : 53

A.M. Briefing in Colombo and leave for Kitulgala

Lunch at KITULGALA

P.M. Approximate mileage : 57

Proceed to Nuwara Eliya 6100ft, above sea level/Horton Plains 7300ft,a.s.l. through rain forests, tea and rubber etc, seeing the Kelani River valley and water falls.

Dinner and overnight NUWARA ELIYA

DAY 2 Approximate mileage : 20

A.M. Leave for Horton Plains, Plateau comprising of grasslands, wild flowers and trout ponds. Also view World's End, the edge of the plateau a sheer cliff with a drop of over 3000 feet.

Lunch at NUWARA ELIYA

P.M. Approximate mileage : 84

Proceed to Ratnapura, the 'city of Gems' down two escarpments through two climatic zones.

Dinner and overnight RATNAPURA

DAY 3 Approximate mileage : 20

A.M. Visit the gem pits, gem cutting, gemmological museum etc.

Lunch at RATNAPURA

P.M. Approximate mileage : 62

Visit Saman Devale the shrine of one of the four guardian gods of the island and back through tea and rubber plantation country to Colombo.

### Theme COLONIAL FORTS TOUR B

Duration Three Days

Approximate mileage 335

DAY 1 Approximate mileage : 75

A.M. Drive south via Kalutara and Bentota to Galle, World Heritage Site. Galle Fort was built by Portuguese, extended by the Dutch in 1693, with buildings and church still intact.

Tea break at BENTOTA

Lunch at GALLE

P.M. Approximate mileage: 48

Proceed along the coast to Tangalle visiting the 17th century city and Star Forts at Matara.

Dinner and overnight TANGALLE

DAY 2 Approximate mileage : 50

A.M. Drive around the site of the old Fort, and proceed to Mulkirigala Buddhist Temple with its charming mural paintings. Continue to Katuwana, site of a small inland Fort and on to Embilipitiya.

Lunch at EMBILIPITIYA

P.M. Approximate mileage : 42

P.M. On to Ratnapura the 'City of Gems'.

Dinner and overnight RATNAPURA

DAY 3 Approximate mileage : 20

A.M. Treat yourself to a Herbal bath at your hotel and see gem pits, gem cutting, gemmological museum. Visit the Saman Devale formerly a Fort dedicated to one of the four guardian Gods of the island.

Lunch at RATNAPURA

P.M. Approximate mileage : 30

Proceed to Sithavaka to see site of Royal Palace, later a Dutch Fort and return to Colombo via Hanwella on the 'old road'.

Approximate mileage : 50

### Theme ANCIENT IRRIGATION SYSTEM TOUR C

Duration Three Days

Approximate mileage : 173

DAY 1 Approximate mileage : 110

A.M. Leave for Sigiriya via Kurunegala, centre of the coconut growing district and Capital of the North Western

Provincer See water gardens at Sigiriya.

Lunch at SIGIRIYA

P.M. Approximate mileage : 33

Proceed to Anuradhapura. Inspect ancient irrigation systems 3rd century B.C. 8th century B.C. and anicuts etc.

Dinner and overnight

### ANURADHAPURA

DAY 2 Approximate mileage : 50

A.M. Proceed to Giritala visiting Kaudulla irrigation system, bisokotuwa (sluice gate) and Minneriya.

Lunch at GIRITALE

P.M. Approximate mileage : 30

Visit the late medieval period irrigation system in Giritala and Polonnaruwa.

Dinner and overnight GIRITALE

DAY 3 Approximate mileage : 60

A.M. Drive south to Aluvihare early via Elahera Nalanda visiting Ambanganga diversion schemes at Elahera and anicuts at Nalanda.

Lunch at MATALE

P.M. Approximate mileage : 90

A glimpse of a craft training programme and a typical country meal. Return to Colombo.

### Theme BOTANICAL TOUR D

Duration : Three Days

Approximate mileage: 356

Content

Day 1, Approximate mileage: 100

A.M..0800 hrs, drive south from Colombo, inland to Ratnapura (via

Horana) through rain forest country: with mixed agriculture tea, rubber, coconut and terraced paddy fields.

Lunch at RATNAPURA

P.M. Approximate mileage : 60

Proceed to Sinharaja Adaviya, a protected forest from ancient times and now a World Heritage Site. This great primeval rain forest, is home to most of Sri Lanka's indigenous plant, bird and insect species; on to Belihuloya.

Dinner and overnight BELIHULOYA

DAY 2, Approximate mileage : 42

A.M. 0730 hrs. leave for Nuwara Eliya via Haputale visiting Hakgala Botanical Gardens established in 1860. The gardens are famous for its tree ferns, camphorwood trees, true English oak etc.

Lunch at Nuwara Eliya.

Approximate mileage : 20

P.M. proceed to Horton Plains 7300 ft.a.s.l.

Dinner and overnight HORTON PLAINS

DAY 3 Approximate mileage :20

A.M. 0730 hrs.Walk around Horton Plains, grassland with temperate jungle and trout ponds. View 'Worlds End', the edge of the plateau over the southern plains. Leave for Nuwara Eliya.

Lunch at NUWARA ELIYA

P.M. Approximate mileage : 46

Drive down Ramboda pass to Kandy and Peradeniya Botanical Gardens. See high grown tea plantations and water falls en

route. Sightseeing Royal Botanical Gardens (1500ft.a.s.l) 150 acres of the flora of the whole tropical world, a great herbarium and museum of plants of Sri Lanka.

Return to Colombo 68 miles

### **Theme SOCIO ANTHROPO-LOGICAL TOUR E**

Duration Three Days

Approximate mileage : 356

Content

DAY 1 Approximate mileage 120

A.M. Leave early for Mahiyangana east of Kandy, via Hasalaka, the 18 hair-pin bend five mile 2000 feet descent.

Lunch/Box Lunch at MAHIYANGANA

Approximate mileage: 28

P.M. Visit a Veddah village, descendants of the pre-Sinhalese aboriginal inhabitants of the island. Proceed to Girandurukotte to see a model village and life style of its settlers and model town.

Dinner and overnight

GIRANDURUKOTTE

DAY 2 Approximate mileage : 25

A.M. Sightseeing Mahaweli area and life style of Mahaweli settlers.

Lunch in MAHAWELI AREA

P.M. Proceed to Hunasgiriya

Dinner and overnight HUNASGIRIYA/KANDY

DAY 3 Approximate mileage: 20

A.M. Visit Hunas falls for bathing and

relaxing and leave for Aluvihare.

Lunch at Matale/Aluvihara

P.M. See batik work, brass, silver and wood carving etc. Visit Aluvihare rock enclosed temple and spice garden. Proceed to Colombo via Kurunegala. See mixed agricultural plantations of tea, rubber, coconut, paddy fields and life style of workers.